Management Guide

Manual 100

NOVA SCOTIA

106-04866/

© Crown copyright, Province of Nova Scotia, 2003

This document is available on the Internet at <http://www.gov.ns.ca/tpb/manuals/>.

For further information about the Government of Nova Scotia's Management Manuals, please contact:

Governmnent of Nova Scotia
P.O. Box 1617
Halifax, Nova Scotia
Canada B3J 2Y3

Telephone: (902) 424-8910
Fax: (902) 424-7638
E-mail: manuals@gov.ns.ca

Designed by Communications Nova Scotia.

Published by Treasury and Policy Board office.

ISBN: 0-88871-785-7

Treasury
and Policy Board

5th Floor
1700 Granville Street
One Government Place
PO Box 1617
Halifax, Nova Scotia
B3J 2Y3

902 424-8910 t
902 424-7638 f
www.gov.ns.ca

NOVA SCOTIA

Message from the Minister

I am pleased to present the Government of Nova Scotia's updated management manuals.

The management manuals are a key part of our plan to promote accountability throughout government and its agencies. It is important to be clear about what good government is, and this consolidation of administrative policies and procedures helps provide that clarity.

These manuals serve as a guide for all our operations, from human resources to accounting. While these policies have been in use for some time, many have been revised to make sure they are current and relevant to government today.

Publishing the manuals on the Internet makes the policies accessible to all - the public as well as government workers. The new online format allows for regular updating as required. This means that employees and senior officials of government can easily get the information they need to do their jobs well. That's important – not only to government leaders, but to the Nova Scotians who use our programs and services – as well as pay for them.

Coordinated by Treasury and Policy Board, the management manuals project has been a collaboration of many government departments and offices. On behalf of the Government of Nova Scotia, I would like to thank all those involved in preparing these documents.

I encourage all staff to take advantage of this useful tool, and to contribute to improving it in the future.

Michael G. Baker

Honourable Michael Baker
Chair of Treasury and Policy Board

Table of Contents

Chapter 1: Introduction

1.1 Introduction 1-1
1.2 Management Manuals Policy 1-3

Chapter 2: Organization and Responsibilities

Government in Nova Scotia 2-1
Department of Agriculture and Fisheries 2-17
Department of Community Services 2-23
Department of Education 2-27
Department of Energy 2-33
Department of Environment and Labour 2-37
Department of Finance 2-43
Department of Health 2-49
Department of Intergovernmental Affairs 2-55
Department of Justice 2-57
Department of Natural Resources 2-65
Department of Service Nova Scotia and Municipal Relations 2-71
Department of Tourism, Culture and Heritage 2-75
Department of Transportation and Public Works 2-79

Chapter 3: Submissions to Executive Council

3.1 Introduction 3-1
3.2 Developing and Submitting Your Proposal 3-7
3.3 Report and Recommendation to the Executive Council 3-11
3.4 Memorandum to Executive Council 3-19
3.5 Receipt of Proposals by Executive Council Office and Review by the TPB Office 3-21
3.6 Decisions of Executive Council 3-25
3.7 Instructions and Forms 3-27
3.8 Glossary of Terms 3-29

Chapter 4: Planning, Budgeting, and Accountability Framework

4 The Planning, Budgeting, and Accountability Reporting Framework 4-1

Chapter 1: Introduction

1.1 Introduction

The corporate administrative policies and procedures of the Government of Nova Scotia, as approved by Treasury and Policy Board, are contained in four Management Manuals.

100 MANAGEMENT GUIDE
Documents the organizational structure of government and the delegation of responsibility to departments. This manual also outlines the Cabinet decision-making process and the planning, budgeting, and accountability framework.

200 BUDGETING AND FINANCIAL MANAGEMENT
Documents the budgeting and budgetary control processes as well as accounting policies and procedures applicable across government.

300 COMMON SERVICES
Documents common operational services provided within government for the benefit of other government entities.

500 HUMAN RESOURCES MANAGEMENT
Documents the human resources policies and procedures that apply to all employees, except where superseded by collective agreements.

These manuals are posted in PDF format on Treasury and Policy Board office's Internet site (http://www.gov.ns.ca/tpb/manuals). Hyper-links to the Management Manuals are also located on the government Internet and Intranet home pages. All departments, offices, Crown corporations and other government entities are encouraged to access the manuals electronically, as it provides improved functionality over the hard copy and is a cost-savings to government.

The web site has been designed to assist users in the easy retrieval of relevant information. Web site features include the Record of Revisions identifying recent changes to the manuals and the option of joining a listserv for automated notification of revisions. An online order form is available for those requiring a hard copy (a cost-recovery service).

The Management Manuals are living documents, with the ongoing updating, adding and deleting of policies and procedures. Treasury and Policy Board office is responsible for maintaining the currency of the information on the web site. Employees are to check the web site regularly to ensure they are using the current version of a policy/procedure. The master version of each manual is retained at the Treasury and Policy Board office.

References

Management Manuals Policy, Management Guide
Q&As, Management Manuals web site

Enquiries

Executive Council Operations, Treasury and Policy Board
(902) 424-6614 or (902) 424-5463

1.2 Management Manuals Policy

Policy Statement

The Government of Nova Scotia publishes its corporate administrative policies and procedures in the Management Manuals. These manuals are to be accessible electronically to and followed by all government employees, as specified in **Applicability of the Management Manuals**.

Applicability of the Management Manuals (See Appendix 1-A for list)

CATEGORY I

Direct application of the policies and procedures in the Management Manuals to departments, offices of government, and all public service votes, as well as any additional entities as indicated in a specific policy or procedure.

CATEGORY II

Direct application to Crown corporations, which are to use the policies and procedures in the Management Manuals to the extent that there is no conflict with their existing legislation, regulations, or existing contracts. Where possible and as appropriate, Crown corporations are to make their bylaws reflective of policy objectives.

CATEGORY III

Entities that receive government funding, primarily other government service organizations, are asked to embrace the intent of the policies/procedures, where to do so is determined reasonable for the efficient and effective operation of their organization.

Role of Management Manuals

The corporate administrative policies and procedures of the Government of Nova Scotia, as approved by Treasury and Policy Board, are contained in four Management Manuals. These manuals provide a common standard reference system of corporate policies and procedures, permitting everyone to operate under the same rules. With the consolidation of information in one place, they are crucial to the effective operation of government. Furthermore, the manuals serve as a corporate communication tool and will be a useful training resource for all employees.

100 MANAGEMENT GUIDE
Documents the organizational structure of government and the delegation of responsibility to departments. This manual also outlines the Cabinet decision-making process and the planning, budgeting, and accountability reporting cycle.

200 BUDGETING AND FINANCIAL MANAGEMENT
Documents the budgeting and budgetary control processes as well as accounting policies and procedures applicable across government.

300 COMMON SERVICES
Documents common operational services provided within government for the benefit of other government entities.

500 HUMAN RESOURCES MANAGEMENT
Documents the human resources policies and procedures that apply to all employees, except where superseded by collective agreements.

Responsibilities

TREASURY AND POLICY BOARD
Treasury and Policy Board is responsible for the final approval of the manuals for use by government employees, approval of new corporate policies and those undergoing substantive revision, as well as the repeal of policies.

TREASURY AND POLICY BOARD OFFICE
Treasury and Policy Board office is responsible for distributing the manuals, maintaining the currency of the information, ensuring the ongoing maintenance of the management manuals system, coordinating a regular review of the content of the manuals, ongoing administration of the management manuals website, maintaining the master version of the manuals, setting the standards for Management Manuals, and also keeping the project record.

DEPUTY MINISTERS/DEPUTY HEADS/CEOS
Deputy Ministers/Deputy Heads/CEOs are responsible for ensuring that their staff are aware of the manuals and are using them as they carry out their duties. Additionally, they are also responsible for recommending to Treasury and Policy Board any corporate policy/procedure revision, addition, or deletion originating from their department/government entity and for assigning ongoing responsibility within their department/government entity for these submissions.

DEPARTMENTS/GOVERNMENT ENTITIES
Departments/Government entities, i.e., the content owners, are responsible for ensuring that their submissions are regularly reviewed and kept current and for notifying the Planning and Operations Manager of any revisions.

ALL EMPLOYEES
All employees are responsible for being aware of the Management Manuals and for using the policies and procedures as they carry out their job functions. Employees are also responsible for staying current, through regular review of the website, or ensuring that they keep any hard-copy versions current.

Distribution of the Management Manuals

The Management Manuals are distributed electronically via Treasury and Policy Board office's Internet site. Hyper-links to the Management Manuals are also located on the government Internet and Intranet home pages. A hard copy set of the management manuals has been provided to each department/government entity. Recipients are responsible for maintaining these hard copies. In instances where access to the Internet is not readily available, departments/government entities are responsible for ensuring that hard copies are distributed to these office locations as well as for notification of any revisions.

Treasury and Policy Board office has established a listserv for notification of changes to the Management Manuals. Interested persons may join the listserv to receive these notifications. The website also maintains a Record of Revisions, which provides a chronology of changes, most recent first.

Maintaining the Management Manuals

Treasury and Policy Board office has responsibility for maintaining the Management Manuals to ensure their currency and relevancy. A variety of events, such as a new fiscal year, the reorganization of a department, or budgetary considerations could trigger revisions to the manuals, resulting in any of the following:

- revisions to an existing submission in the manuals (either by the owner of the policy or at the initiation of TPB in the review process)
- addition of policies
- repeal of policies.

All policies/procedures will be reviewed over the course of three years. Treasury and Policy Board office will coordinate the review process.

Please note: As has been the case for all policies/procedures published in the Management Manuals, for any future changes, i.e., revision/addition/repeal, owners must have deputy minister sign off on the policy proof that will be published. No policy/procedure will be released without this sign-off. This documentation is part of the project record maintained by Treasury and Policy Board office.

Process for making revisions to an existing policy

Any changes to the content of a corporate policy must be authorized by the originating department or government entity, i.e., the owner of the content. Policy owners are to consult with the Assistant Deputy Minister of Treasury and Policy Board office to determine if a proposed revision is significant enough (i.e., material) to require review again by the Treasury and Policy Board. Revisions considered to be material are to follow the same approval process as for new corporate policies (see **Approval process for a new corporate policy.**)

For revisions of a "housekeeping" nature (i.e., not material), approval by the deputy minister/deputy head/CEO for the department/government entity is required. Once revisions are approved, the department/government entity must forward the revised policy to the Planning and Operations Manager for publication.

Approval process for a new corporate policy

All new corporate policies require the authorization of Treasury and Policy Board, as has been the practice. Departments/government entities submit their proposed corporate policy with the appropriate documentation, i.e., Memorandum to Treasury and Policy Board, to the Executive Council office. An analyst from Treasury and Policy Board will be assigned to the file, preparing the staff assessment. For more information about Cabinet decision-making please see Chapter 3 of the Management Guide. Approved policies must be forwarded to the Planning and Operations Manager, by departments/government entities, for publication.

Policy repeal process

The repeal of a corporate policy requires the authorization of Treasury and Policy Board, following the same approval process as for new corporate policies (see **Approval process for a new corporate policy.**)

Enquiries

Executive Council Operations, Treasury and Policy Board
(902) 424-6614 or (902) 424-5463

Appendix

Appendix 1-A Applicability of the Management Manuals to Government Entities

---

***Approval date:* January 9, 2003**
***Approved by:* Executive Council**

***Manual release date:* January 9, 2003**
***Most recent review:* October 7, 2005**

Appendix 1-A

Applicability of the Management Manuals to Government Entities

Category I Direct Application

Departments

Department of Agriculture and Fisheries
Department of Community Services
Department of Education
Department of Energy
Department of Environment and Labour
Department of Finance
Department of Health
Department of Intergovernmental Affairs
Department of Justice
Department of Natural Resources
Department of Service Nova Scotia and Municipal Relations
Department of Tourism, Culture and Heritage
Department of Transportation and Public Works

Offices/Public Service Entities

- Communications Nova Scotia
- Emergency Management Organization
- Executive Council
  - Executive Council office
  - Office of Aboriginal Affairs
  - Office of Acadian Affairs
  - Office of African-Nova Scotian Affairs
  - Office of the Premier
  - Public Service Commission
  - Senior Citizen's Secretariat
  - Treasury and Policy Board office
  - Voluntary Planning

FOIPOP Review Office
Human Rights Commission
Legislative Services
  Office of Legislative Council
  Office of the Speaker
Nova Scotia Advisory Council on the Status of Women
Nova Scotia Police Commission
Nova Scotia Securities Commission
Nova Scotia Utility and Review Board
Office of the Auditor General
Office of Economic Development
Office of Health Promotion
Office of Immigration
Office of the Ombudsman
Public Prosecution Service
Sydney Tar Ponds Agency

Category II Direct Application

Crown Corporations
Art Gallery of Nova Scotia
Halifax/Dartmouth Bridge Commission
InnovaCorp
Nova Scotia Business Inc.
Nova Scotia Crop and Livestock Insurance Commission
Nova Scotia Farm Loan Board
Nova Scotia Film Development Corporation
Nova Scotia Fisheries and Aquaculture Loan Board
Nova Scotia Gaming Corporation
Nova Scotia Government Fund Limited
Nova Scotia Harness Racing Inc.
Nova Scotia Housing Development Corporation
Nova Scotia Liquor Corporation
Nova Scotia Municipal Finance Corporation
Nova Scotia Power Finance Corporation
Nova Scotia Resources Limited
Rockingham Terminal Inc.
Sydney Environmental Resources Ltd.

Sydney Steel Corporation
Trade Centre Limited
Waterfront Development Corporation Ltd.

Category III Recommended Application

Other Government Service Organizations (as identified in the *Provincial Finance Act*)
Annapolis Valley District Health Authority
Annapolis Valley Regional School Board
Cape Breton District Health Authority
Cape Breton Victoria Regional School Board
Capital District Health Authority
Check Inns Limited
Chignecto-Central Regional School Board
Colchester East Hants District Health Authority
College de l'Acadie
Conseil Scolaire Acadien Provincial
Cumberland Health Authority
Guysborough Antigonish-Strait Health Authority
Halifax Regional School Board
Insured Prescription Drug Plan Trust Fund
Izaak Walton Killam Health Centre
Law Reform Commission
Nova Scotia Community College
Nova Scotia Gaming Foundation
Nova Scotia Hospital
Nova Scotia Legal Aid Commission
Nova Scotia Primary Forests Products Marketing Board
Pictou County District Health Authority
Provincial Community Pastures Board
Provincial Drug Distribution Program
Public Archives
Queen Elizabeth II Health Sciences Centre
Resource Recovery Fund Board Incorporated
Sherbrooke Restoration Commission
South Shore District Health Authority
South West Nova District Health Authority

South Shore School Board
Strait Regional School Board
Tidal Power Limited
Tri-County School Board
Upper Clements Family Theme Park Limited

Other Government Business Enterprises
Highway 104 Western Alignment Corporation

Chapter 2: Organization and Responsibilities

Government in Nova Scotia

Nova Scotia is one of 10 provinces and three territories that make up the federation of Canada. Canada is a constitutional monarchy, and the Head of State is Queen Elizabeth II, Sovereign of Canada. The Queen is represented in Canada by a Governor General and in each province by a Lieutenant Governor.

Canada's Constitution Acts, 1867 to 1982, established the federal system in Canada and outlined the division of powers between the federal and provincial governments. Some matters are primarily within federal jurisdiction (such as foreign affairs and defence) and others are under provincial control (such as education and transportation). Some activities and services are regulated by legislation at both levels of government.

THE LIEUTENANT GOVERNOR

The Lieutenant Governor is the representative of the Queen in the Province of Nova Scotia and carries out constitutional responsibilities at a provincial level.

The Lieutenant Governor, together with the House of Assembly, forms the Legislature of the Province of Nova Scotia.

- She calls the House of Assembly into session and prorogues and dissolves the House of Assembly.
- She reads the Speech from the Throne at the opening of the Session of the Legislature.
- She gives Royal Assent (approval) to legislation.
- The Lieutenant Governor and the Executive Council together form the Government of Nova Scotia, the executive branch of government.
- She signs Orders-in-Council, the recorded decisions of Cabinet.
- She appoints Members of the Executive Council on the advice of the Premier.

The Lieutenant Governor also has a number of ceremonial duties, including

- receiving representatives of other governments and institutions
- signing official documents such as proclamations

The Lieutenant Governor is responsible for ensuring that there is always a government in place. As with the Governor General, the Lieutenant Governor technically has the power to dismiss a government for unlawful or unconstitutional actions and can refuse a decision of the Cabinet if it is in the public interest to do so. However, the royal representative rarely uses this power to upset the affairs of an elected government, and the Crown's presence is more ceremonial in nature.

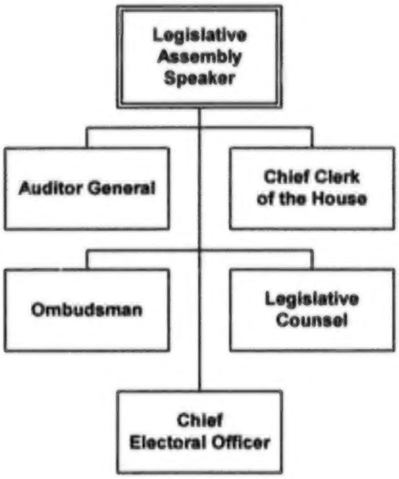
If the Lieutenant Governor is absent from the Province, the Chief Justice of Nova Scotia takes her place and is referred to as the Administrator of the Government of the Province of Nova Scotia.

Branches of Government

There are three branches of government in Nova Scotia: the Legislature, Executive branch (Cabinet), and the Courts.

THE LEGISLATURE

The Legislature consists of the Lieutenant Governor and an elected legislative assembly called the House of Assembly.



The 52 Members of the House of Assembly (MLAs) are elected by voters in electoral districts. While an election can be called at any time, no elected assembly may sit for more than five years. The House must normally meet at least twice a year.

The House of Assembly's main functions are to

- consider, enact, amend, and repeal legislation
- debate policies put forward by Cabinet and authorize spending, taxing, and borrowing by the provincial government

These functions are supported by two offices of the Legislature as well as by a number of administrative offices

Office of the Clerk of the House

The Chief Clerk of the House is responsible, under the Speaker, for all proceedings and reports of the Legislative Assembly, and for matters related thereto.

Office of the Legislative Counsel

The Legislative Counsel prepares all legislation, provides counsel and support services to committees of the House, and prepares annual, consolidated, and revised statutes.

Three independent offices, the Office of the Auditor General, the Office of the Ombudsman, and the Chief Electoral Office, also report to the House of Assembly.

Office of the Auditor General

The Auditor General is a servant of and reports to the House of Assembly. The Auditor General's responsibilities and authorities are derived from the *Auditor General Act* and other legislation. The *Auditor General Act* specifies the responsibility to examine the accounts of the province and its various agencies and transfer payment recipients and the requirement to report to the House of Assembly on the government's stewardship of public funds and public property.

The Auditor General helps the House of Assembly hold government accountable by performing independent examinations of and reporting on

- the credibility of financial statements and other government accountability reports
- compliance with legislation, regulations, agreements, and policies
- adequacy of systems and controls
- extent of due regard for economy and efficiency in the management and use of public funds or public property.

Office of the Ombudsman

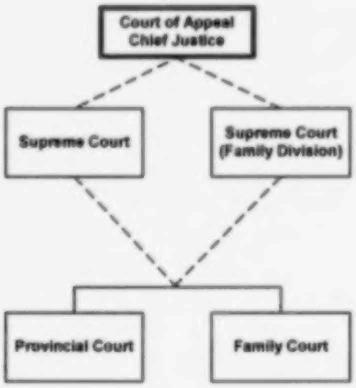
The Ombudsman is empowered to hear and investigate personal complaints from individuals who feel they have been done a disservice by municipal or provincial government departments in Nova Scotia. The Ombudsman may use his or her investigatory powers to correct injustices or to guide complainants in the right direction to have their grievances rectified. The Ombudsman may also recommend appropriate measures to government departments.

The Ombudsman can help settle only those grievances arising from the administration of laws and regulations of government departments and agencies. These may be in the form of unreasonable delays, administrative errors, oversight, negligence, abuse of authority, inefficiency, etc. The Ombudsman has no jurisdiction over decisions made by judges, magistrates, or justices; by the Cabinet or its committees; or by private companies and individuals.

Chief Electoral Office

The Chief Electoral Officer is responsible for the administrative aspects of provincial elections. In that connection he or she

- issues instructions to returning officers, and through them to other election officers such as enumerators, deputy returning officers, and poll clerks
- provides election officers with sufficient supplies and materials for the efficient conduct of elections
- enforces on the part of election officers fairness, impartiality, and compliance with the *Elections Act.*



THE COURTS

The Courts, the judicial branch of government, is independent of the legislative and executive branches. There are four courts in Nova Scotia, each responsible for hearing different kinds of cases.

Nova Scotia Court of Appeal

The Court of Appeal is the highest court in the province. It hears appeals in civil and criminal matters from the Supreme Court and in civil (Family) matters from the Family Court. The Chief Justice of the Court of Appeal is the Chief Justice of Nova Scotia.

Supreme Court of Nova Scotia

The Supreme Court of Nova Scotia has civil and criminal jurisdiction and power and authority to hold jury trials, to try murder cases (except for young offenders), and to grant divorces and deal with matrimonial property. The Supreme Court sits as an appeal court on Provincial Court and Small Claims Court matters. Judges of the Supreme Court are also probate and bankruptcy judges.

The Supreme Court (Family Division) is located in Halifax, Sydney, and Port Hawkesbury. (There is no Family Court in these areas.) The Supreme Court (Family Division) hears all family matters, including maintenance, custody/access, and child protection matters. It is also a Youth Court for young persons aged 12–15.

Family Court

The Family Court sits province-wide except in Halifax Regional Municipality, Sydney, and Port Hawkesbury. This court handles family-related issues, including maintenance, custody/access, and child protection matters. It is also a Youth Court.

Provincial Court

This court has exclusive jurisdiction over all summary offences under provincial statutes and federal acts and regulations and exclusive jurisdiction over certain indictable offences.

THE EXECUTIVE BRANCH

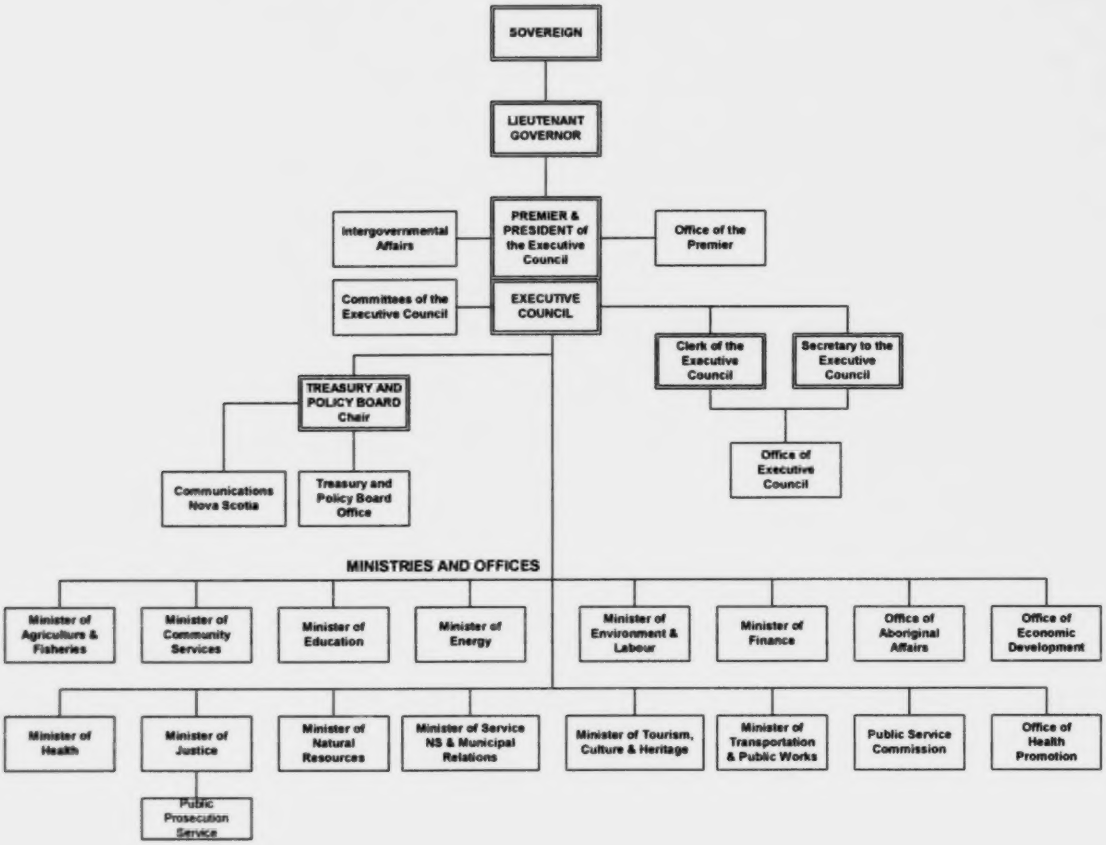
The Executive Branch of government is generally referred to as the government. Technically, the word government means the Lieutenant Governor acting by and with the advice of the Executive Council, correctly referred to as the Governor-in-Council.

Executive Council is the decision-making authority for the Government of Nova Scotia.

Members of the Executive Council, known as Ministers, collectively form the Executive Council, also known as Cabinet. By convention, Cabinet ministers are normally MLAs.

Ministers are chosen by the Premier and appointed by the Lieutenant Governor, pursuant to the *Executive Council Act*. By tradition in Nova Scotia, the Premier is appointed President of the Executive Council.

Executive Councillors are Ministers of the Crown, whether or not they have been appointed to preside over a department. Appointments are made under the Great Seal of the Province to hold office and preside over departments.


SOVEREIGN
LIEUTENANT GOVERNOR
PREMIER & PRESIDENT of the Executive Council
Intergovernmental Affairs
Office of the Premier
Committees of the Executive Council
EXECUTIVE COUNCIL
Clerk of the Executive Council
Secretary to the Executive Council
Office of Executive Council
TREASURY AND POLICY BOARD Chair
Communications Nova Scotia
Treasury and Policy Board Office
MINISTRIES AND OFFICES
Minister of Agriculture & Fisheries
Minister of Community Services
Minister of Education
Minister of Energy
Minister of Environment & Labour
Minister of Finance
Office of Aboriginal Affairs
Office of Economic Development
Minister of Health
Minister of Justice
Public Prosecution Service
Minister of Natural Resources
Minister of Service NS & Municipal Relations
Minister of Tourism, Culture & Heritage
Minister of Transportation & Public Works
Public Service Commission
Office of Health Promotion

The *Executive Council Act* lists the Ministers' offices. Ministers are assigned to oversee one or more government departments or agencies, along with other duties as prescribed by statute. A Minister without Portfolio is the title given to a member of the Executive Council who does not preside over a department.

The Governor-in-Council may from time to time assign other responsibilities to any department or member of the Executive Council.

Executive Council Responsibilities

The Executive Council exercises the formal executive powers of the Crown. Its formal actions are those of the Governor-in-Council, and its recorded decisions are Orders-in-Council.

The council may do only those things that are permitted by the House of Assembly through legislation and, to a much lesser extent, those things that are permitted by way of prerogative power, such as making appointments.

The Executive Council determines the government's policies and priorities and is responsible for their execution. Cabinet Ministers meet regularly to agree on the broader goals, policies, and programs for the Province of Nova Scotia and account for their decisions through debate in the House of Assembly.

The Cabinet makes key policy decisions, including proposals for spending, taxing, and borrowing; directing the administration and delivery of government programs; and proposing new legislation or amendments to existing legislation. These decisions, however, are subject to debate and votes by the Legislative Assembly.

The Executive Council has the responsibility for the operations and management of government, for guiding the government's program and legislation in the House of Assembly, and for leadership in House operations and transactions.

Subject to law, the Executive Council is free to organize the activities of the government in the manner best suited to attain its objectives, bearing in mind that the resulting actions should not run contrary to the general wishes of the electorate.

Cabinet discussions are confidential. Ministers swear an oath of confidentiality and are not permitted to reveal the substance of deliberations in Cabinet meetings. Cabinet decisions are made by consensus, and Ministers are bound to support Cabinet decisions.

Premier

By custom, the Premier or First Minister is chosen by the party having the most seats in the House of Assembly. The Premier also serves as President of the Executive Council.

The Premier is responsible for managing the Cabinet decision-making process and establishing the organization and methods of operation of Cabinet and its main committee, Treasury and Policy Board.

Responsibility as Members of the Executive Council and Cabinet

Collective responsibility is a long-established principle of the parliamentary system. It applies to the executive action taken by the Council as well as to the formulation of policy by Cabinet.

Individually, members of the Executive Council are responsible to the House of Assembly (and to their colleagues) for specific duties assigned to them.

Every department, board, commission, committee, or other provincial agency of the Crown reports to the House of Assembly through a Minister. The Minister is directly responsible with respect to general policy and at least for the selection of commissioners or board members in respect of their effectiveness. The degree of control and the extent of accountability vary according to the type of agency and the provisions of the act of the legislature under which it was established.

Where a department is established (or continued) by an act, and otherwise by convention, the Minister shall

- preside over and have charge of the department
- be responsible for the administration of the act and the regulations.

A Minister may be given responsibility for the administration of any act either by a specific provision in that statute, in an act relating to the department, or by order-in-council, pursuant to the *Public Service Act*.

Powers of a Minister apply also to a Minister acting, the successors in office, or the deputy.

COMMITTEES OF THE EXECUTIVE COUNCIL

Treasury and Policy Board

Treasury and Policy Board is a committee of the Executive Council charged with establishing plans and policies for the operation of the government of the Province and ensuring that they are implemented in a co-ordinated and fiscally responsible manner.

The Treasury and Policy Board is composed of the Chair of the Treasury and Policy Board and not fewer than four other members of the Executive Council as designated by the Governor in Council.

The Treasury and Policy Board acts as a committee of the Executive Council on the following matters:

- development and implementation of plans and strategies for the effective administration and operation of government
- identification and prioritization of policy issues, selection of policy initiatives and direction of action on policy issues and initiatives

- review and analysis of business plans of departments, offices and government agencies and recommendations to the Executive Council on the allocation of financial and other resources to those departments, offices and agencies
- establishment of values, standards, publicly-published policies, results and targets for the administration, operation, management and accountability of government, including areas related to human resources and information technology
- recommendations to the Executive Council on the broad structure and allocation of responsibilities to individual government departments, offices and government agencies, and approval of structures and functions within those departments and agencies.

Economic Growth Committee

The Economic Growth Committee is a committee of the Executive Council. It shall report to the Executive Council and its responsibilities shall be to review all matters as assigned by the Executive Council in regard to economic development, energy, regulatory affairs, skills development, tourism, natural resources, agriculture and fisheries, including the identification and prioritization of policy issues, selection of policy initiatives and the recommendation for action to the Treasury and Policy Board or the Executive Council.

The membership of the Economic Growth Committee shall be comprised of such members of the Executive Council or the Government Caucus as the President of the Executive Council may determine.

The President of the Executive Council shall appoint a member of the Economic Growth Committee to the Chair of the Committee.

The Premier and Deputy Premier are *ex-officio* members of all Committees of the Executive Council.

The Deputy to the Premier, the Secretary to the Executive Council and the Chief of Staff to the Premier are *ex-officio* staff members of all Committees of the Executive Council.

Those members of the Economic Growth Committee who are not Executive Council members shall sign an Oath of Confidentiality.

Labour Relations Committee

The Labour Relations Committee is a committee of the Executive Council. It shall report to the Executive Council and its responsibilities shall be to review all matters as assigned by the Executive Council in regard to timely and proper examination and management of civil service and public service labour relations issues that require approval of the Executive Council.

The membership of the Labour Relations Committee shall be comprised of the Chair of Treasury and Policy Board, who shall be the Chair of the Labour Relations Committee, the Minister responsible for the Public Service Commission, the Minister of Finance and such members of the Executive Council as the President of the Executive Council may determine.

The Premier and Deputy Premier are *ex-officio* members of all Committees of the Executive Council.

The Deputy Minister to the Premier, the Secretary to the Executive Council and the Chief of Staff to the Premier are *ex-officio* staff members of all Committees of the Executive Council.

Those members of the Labour Relations Committee who are not Executive Council members shall sign an Oath of Confidentiality.

Legislative and Regulatory Review Committee

The Legislative and Regulatory Review Committee is a standing committee of Executive Council whose primary task is preparing and implementing the government's legislative agenda.

Specifically, the Legislative and Regulatory Review Committee is responsible for reviewing proposed legislation for policy compliance; ensuring a coordinated and comprehensive legislative regime; recommending the legislative agenda to Executive Council, and identifying document needs to support proposed legislation. The Committee also reviews and analyzes all proposed significant major regulations or amendments to regulations prior to their submission to the Executive Council for approval and to focus on reducing duplicative and unnecessary regulations.

The Committee reviews formal departmental requests for legislation, and may refer a Request to the assigned TPB analyst for staff assessment and advice before forwarding its recommendation to Cabinet on whether and when the request might go forward to the legislature. If there is a proposal for legislation that is new policy, the Committee may refer the matter to Treasury and Policy Board for analysis and approval before the Legislative and Regulatory Review Committee approves the Request for Legislation.

If the Committee tentatively approves a legislative proposal, the Legislative Counsel Office proceeds to prepare the draft legislation. The draft bill then goes back to the Legislative and Regulatory Review Committee for approval and finally to the Government caucus. Once the Committee determines the list of Government legislative priorities for the legislative session, the list is forwarded to Executive Council for approval. The Committee then sets the schedule for introduction of Government bills.

The membership of the Committee shall be comprised of such members of the Executive Council or the Government Caucus as the President of the Executive Council may determine.

The President of the Executive Council shall appoint a member of the Legislative and Regulatory Review Committee to be Chair of the Committee.

The Premier and Deputy Premier are *ex-officio* members of all Committees of the Executive Council.

The Deputy to the Premier, the Secretary to the Executive Council and the Chief of Staff to the Premier are *ex-officio* staff members of all Committees of the Executive Council.

Those members of the Legislative and Regulatory Review Committee who are not Executive Council members shall sign an Oath of Confidentiality.

Social Policy Committee

The Social Policy Committee is a committee of the Executive Council. It shall report to the Executive Council and its responsibilities shall be to review all matters as assigned by the Executive Council in regard to education, health, health promotion, culture, Acadian affairs, African-Nova Scotian affairs and community services, including the identification and prioritization of policy issues, selection of policy initiatives and the recommendation of directions of action on the former to Treasury and Policy Board or Executive Council.

The membership of the Social Policy Committee shall be comprised of such members of the Executive Council or the Government Caucus as the President of the Executive Council may determine.

The Premier and Deputy Premier are *ex-officio* members of all Committees of the Executive Council.

The Deputy to the Premier, the Secretary to the Executive Council and the Chief of Staff to the Premier are *ex-officio* staff members of all Committees of the Executive Council.

The President of the Executive Council shall appoint a member of the Social Policy Committee to be Chair of the Committee.

Those members of the Social Policy Committee who are not Executive Council members shall sign an Oath of Confidentiality.

Issues Committees

The Premier has the flexibility to establish Issues Committees of the Cabinet in order to deal with specific topics of importance as they arise, especially when issues are of a corporate or government-wide nature.

CENTRAL GOVERNMENT OFFICES

In Nova Scotia, the Premier and the Cabinet are supported in the exercise of their responsibilities by the Premier's Office, the Executive Council Office, and the Treasury and Policy Board office.

The Deputy Minister to the Premier, who also acts as Deputy Minister of the Treasury and Policy Board office and Communications Nova Scotia, assists the government in defining its objectives and priorities, oversees the development of policies consistent with these priorities, and acts as a liaison on these matters with government departments. These complementary roles allow the Deputy Minister to serve as a formal link between Cabinet and the public service.

This same Deputy Minister, as Head of the Public Service, provides leadership of the public service and oversees and evaluates the work of all deputies. The senior deputy leads a weekly meeting of deputy ministers to discuss government policies, proposals, and issues.

As Deputy Minister of Communications Nova Scotia, he is accountable for ensuring that government plans and programs are well communicated inside and outside of government.

Office of the Premier

The Office of the Premier supports the Premier in carrying out the functions demanded of the head of government, leader of a political party, and Member of the House of Assembly. Its staff are primarily appointed by the Premier.

Premier's Office staff provide the Premier with policy and political advice; they also deal with day-to-day matters in the legislature and ensure political liaison with Caucus and the party.

The office also provides practical administrative support for the Premier, including coordinating his agenda, travel, and media relations and preparing correspondence.

Executive Council Office

The Executive Council Office is the Cabinet secretariat reporting directly to the Premier.

The Secretary to Cabinet is responsible for establishing the agenda and the business of Cabinet. The Secretary is also responsible for recording and communicating the decisions of Cabinet to government departments, agencies, boards, and commissions, maintaining Cabinet records, and coordinating the committees of the Executive Council.

The Clerk of the Executive Council ensures that submissions to Cabinet meet legal requirements, prepares and processes Order-in-Council appointments, and works with departments on Executive Council matters.

Executive Council Office administers the House of Assembly rules governing appointments to government agencies, boards, and commissions and assists departments in the House of Assembly–Human Resources Committee process.

Treasury and Policy Board (TPB) Office

The TPB office, headed by a deputy minister, provides policy and financial analysis to support TPB and to fulfill the statutory responsibilities of a central government agency.

Its mandate includes assisting government in broad corporate planning and policy development, as well as in development and promotion of government's agenda. It provides policy and financial analysis for all submissions to Cabinet and TPB, sets the agenda for TPB meetings, and manages its committees.

To support the TPB committee's responsibility for financial management of government expenditures, the TPB office directs the planning and review of the budget process and preparation of budget documents. This is accomplished by working in close co-operation with the Department of Finance.

It also has broad responsibilities for corporate management, including development and monitoring of administrative standards and processes. TPB assists the Deputy Minister in his capacity as Senior Deputy Minister responsible for leading senior officials and deputy ministers and advising on the organizational structure and functions of government.

Intergovernmental Affairs (IGA)
The mission of Intergovernmental Affairs is to preserve and promote the province's interests in relations with other governments. The Premier is the Minister.

Principal areas of current activity include promotion of Nova Scotia's interests with the federal, provincial, and territorial governments and relations with the Conference of Atlantic Premiers/Council of Maritime Premiers, the New England Governors/Eastern Canadian Premiers Conference, and representatives of foreign states.

Led by the Deputy Minister of Intergovernmental Affairs, staff research and track issues and co-operate with departments to develop intergovernmental policy, handle negotiations with other governments, and brief and advise the Minister, who speaks for the province at conferences at the First Ministers' level.

Department of Finance
The Department of Finance provides leadership, expertise, analysis, and advice to government on financial, budgetary, taxation, fiscal, economic, and statistical matters. Matters related to comptrollership reside here, along with responsibilities for debt management and treasury and internal audit.

Its mandate is to establish a fiscal climate conducive to economic growth and to provide central agency support and policy direction for effective management of the province's finances, as well as pensions administration.

Current priorities include achieving financial accountability, enhancing the province's fiscal interests, providing corporate services, and effective money management, ensuring responsible regulatory environment, and developing a quality organization.

Public Service Commission (PSC)
The Public Service Commission focuses on labour relations and human resources management of government and the broader public sector, in four key areas:

- development and implementation of high-quality human resource policy, programs, and services
- ensuring, through audit and evaluation, the quality and value of human resource management practices
- ensuring a fair and effective hiring process (Posting and advertising procedures are accomplished through internal and external communication.)
- acting as government's agent for collective bargaining for all direct employees of government which will include, in addition to the civil service, highway workers and correctional workers.

Communications Nova Scotia (CNS)
Communications Nova Scotia is the central agency responsible for coordinating external and internal communications activities, both at the corporate level and within departments.

Its deputy minister is also Deputy Minister for Treasury and Policy Board and the Office of the Premier, and CNS staff work closely with staff in those offices.

GOVERNMENT DEPARTMENTS AND OFFICES

The Nova Scotia Government is organized into departments, offices and Crown corporations.

Legislation authorizes departments, offices, agencies, and Crown corporations to administer and deliver programs and services.

Departments have line and staff functions. Line groups deliver services directly to clients, often through regional and district offices. Staff groups coordinate the departments' policies in the areas of finance, administration, personnel, communication, and other services.

Deputy ministers are appointed by order-in-council as the chief administrative officers of departments who work under the direction of the Minister and who perform duties assigned by the Governor-in-Council.

The deputy minister is responsible for managing the day-to-day operations of the department, including

- carrying out government policies
- implementing decisions made by the Minister and Cabinet
- providing information to assist the Minister in making decisions
- leading the department's staff.

Small offices carry out similar functions under either a chief executive officer or an executive director, who may or may not report to a deputy minister.

Departments

Department of Agriculture and Fisheries
Department of Community Services
Department of Education
Department of Energy
Department of Environment and Labour
Department of Finance
Department of Health
Department of Intergovernmental Affairs
Department of Justice
Department of Natural Resources
Department of Service Nova Scotia and Municipal Relations
Department of Tourism, Culture and Heritage
Department of Transportation and Public Works

Offices

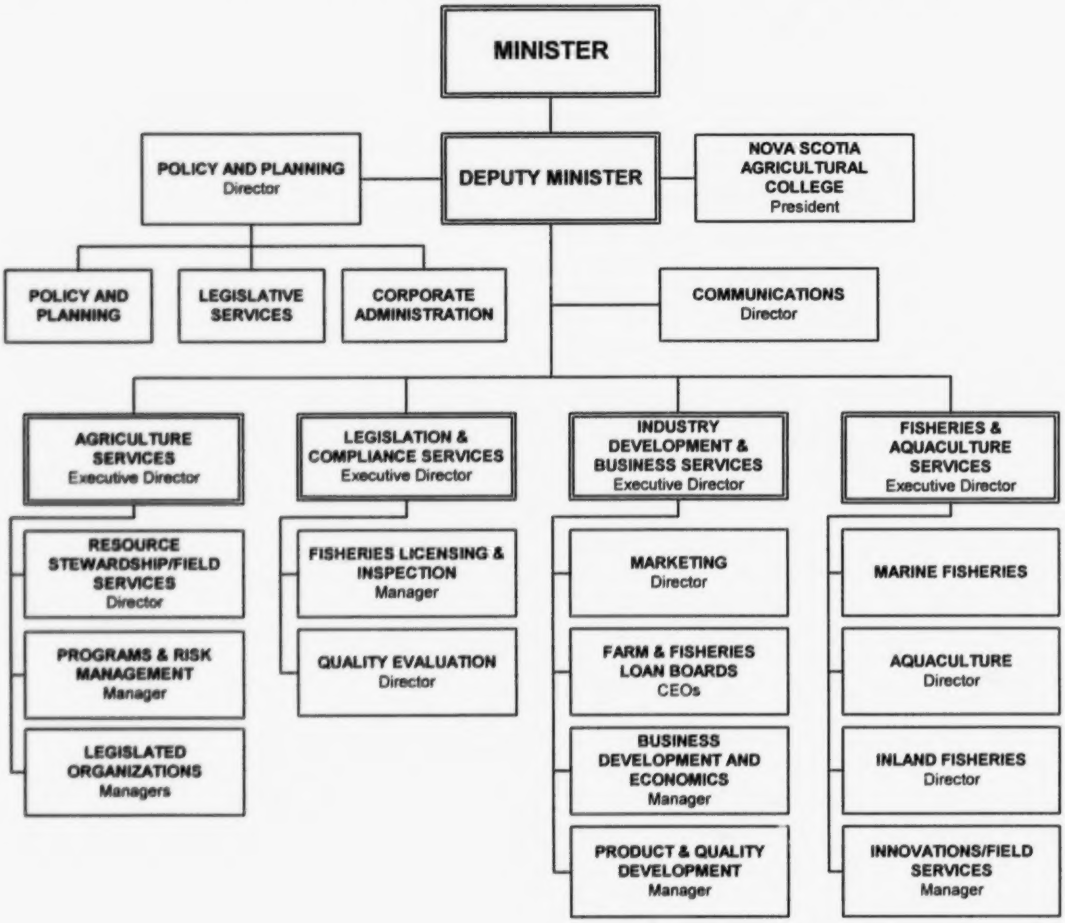
Communications Nova Scotia
Emergency Management Organization
Executive Council
- Executive Council office
- Office of Aboriginal Affairs
- Office of Acadian Affairs
- Office of African-Nova Scotian Affairs
- Office of the Premier
- Public Service Commission
- Senior Citizen's Secretariat
- Treasury and Policy Board office
- Voluntary Planning

- FOIPOP Review Office
- Human Rights Commission
- Legislative Services
  - Office of Legislative Council
  - Office of the Speaker
- Nova Scotia Advisory Council on the Status of Women
- Nova Scotia Police Commission
- Nova Scotia Securities Commission
- Nova Scotia Utility and Review Board
- Office of the Auditor General
- Office of Economic Development
- Office of Health Promotion
- Office of Immigration
- Office of the Ombudsman
- Public Prosecution Service

Crown Corporations

- Art Gallery of Nova Scotia
- Halifax/Dartmouth Bridge Commission
- InnovaCorp
- Nova Scotia Business Inc.
- Nova Scotia Crop and Livestock Insurance Commission
- Nova Scotia Farm Loan Board
- Nova Scotia Film Development Corporation
- Nova Scotia Fisheries and Aquaculture Loan Board
- Nova Scotia Gaming Corporation
- Nova Scotia Government Fund Limited
- Nova Scotia Harness Racing Inc.
- Nova Scotia Housing Development Corporation
- Nova Scotia Liquor Corporation
- Nova Scotia Municipal Finance Corporation
- Nova Scotia Power Finance Corporation
- Nova Scotia Resources Limited
- Rockingham Terminal Inc.
- Sydney Environmental Resources Ltd.
- Sydney Steel Corporation
- Trade Centre Limited
- Waterfront Development Corporation Ltd.

Department of Agriculture and Fisheries


MINISTER
POLICY AND PLANNING Director
DEPUTY MINISTER
NOVA SCOTIA AGRICULTURAL COLLEGE President
POLICY AND PLANNING
LEGISLATIVE SERVICES
CORPORATE ADMINISTRATION
COMMUNICATIONS Director
AGRICULTURE SERVICES Executive Director
LEGISLATION & COMPLIANCE SERVICES Executive Director
INDUSTRY DEVELOPMENT & BUSINESS SERVICES Executive Director
FISHERIES & AQUACULTURE SERVICES Executive Director
RESOURCE STEWARDSHIP/FIELD SERVICES Director
PROGRAMS & RISK MANAGEMENT Manager
LEGISLATED ORGANIZATIONS Managers
FISHERIES LICENSING & INSPECTION Manager
QUALITY EVALUATION Director
MARKETING Director
FARM & FISHERIES LOAN BOARDS CEOs
BUSINESS DEVELOPMENT AND ECONOMICS Manager
PRODUCT & QUALITY DEVELOPMENT Manager
MARINE FISHERIES
AQUACULTURE Director
INLAND FISHERIES Director
INNOVATIONS/FIELD SERVICES Manager

Responsibilities

OFFICE OF DEPUTY MINISTER

The Deputy Minister, responsible to the Minister of Agriculture and Fisheries, oversees the administration of the department.

AGRICULTURE SERVICES

The Executive Director, reporting to the Deputy Minister, is responsible for federal/ provincial policy and oversees the administration of three divisions:

Resource Stewardship/Field Services

Environmental management, land protection, 4-H and rural organizations, and field services

Programs and Risk Management

Farm industry development, agricultural research, and federal/provincial stakeholder interactions/agreements

Legislated Organizations

Crop and Livestock Insurance Commission and Natural Products Marketing Council

FISHERIES AND AQUACULTURE SERVICES

The Executive Director, reporting to the Deputy Minister, oversees the administration of four divisions:

Marine Fisheries

Fishery advisory services, federal/provincial stakeholder interaction, and coastal zone management under direct supervision of the Executive Director

Aquaculture

Site leasing and licensing, fish health, and development and extension services

Inland Fisheries

Inland sportfish management, sportfishing development/promotions, inland conservation, and lake and river stocking

Innovations/Field Services

Innovations in fisheries technology and field services

LEGISLATION AND COMPLIANCE SERVICES

The Executive Director, reporting to the Deputy Minister, oversees the administration of two divisions:

Fisheries Licensing and Inspection

Licensing of seafood buyers, fish plants, monitoring and enforcement of regulations related to aquaculture site operations, sea plant harvesting, and fish buying and processing

Quality Evaluation

Consumer health and safety, meat and food/food shops inspection, and veterinarian services and laboratory services (soil, water, tissue analysis, dairy services analysis)

INDUSTRY DEVELOPMENT AND BUSINESS SERVICES

The Executive Director, reporting to the Deputy Minister, oversees the administration of four divisions:

Marketing

Marketing development/promotions, market research and information, school milk program, and Taste of Nova Scotia program

Farm Loan Board and Fisheries Loan Board

Loans and loan guarantees and New Entrants Program for agriculture

Business Development and Economics

Economic analyses and information, farm business/income management, and entrepreneurial development

Product and Quality Development

New and value-added products, quality and innovation initiatives, barriers to commercialization, and community-based strategic alliances

POLICY AND PLANNING

The Director, reporting to the Deputy Minister, oversees the administration and operation of three corporate service areas:

Policy and Planning

Corporate business planning and performance managment, policy development and coordination, ministerial briefing requirements, corporate project management and event planning.

Legislative Services

Coordination of legislation and regulations, departmental submissions to Executive Council, and agency, board, and commission appointments.

Corporate Administration

Administration of FOIPOP and Routine Access Policy, Occupational Health and Safety, records management, facility management, reception services, Website development and management.

NOVA SCOTIA AGRICULTURAL COLLEGE

The President, reporting to the Deputy Minister, oversees the administration and operation of the Nova Scotia Agricultural College. Through its Atlantic Canada mandate for agricultural education, the college has national and international educational linkages in agriculture research and development.

Acts Administered

FISHERIES

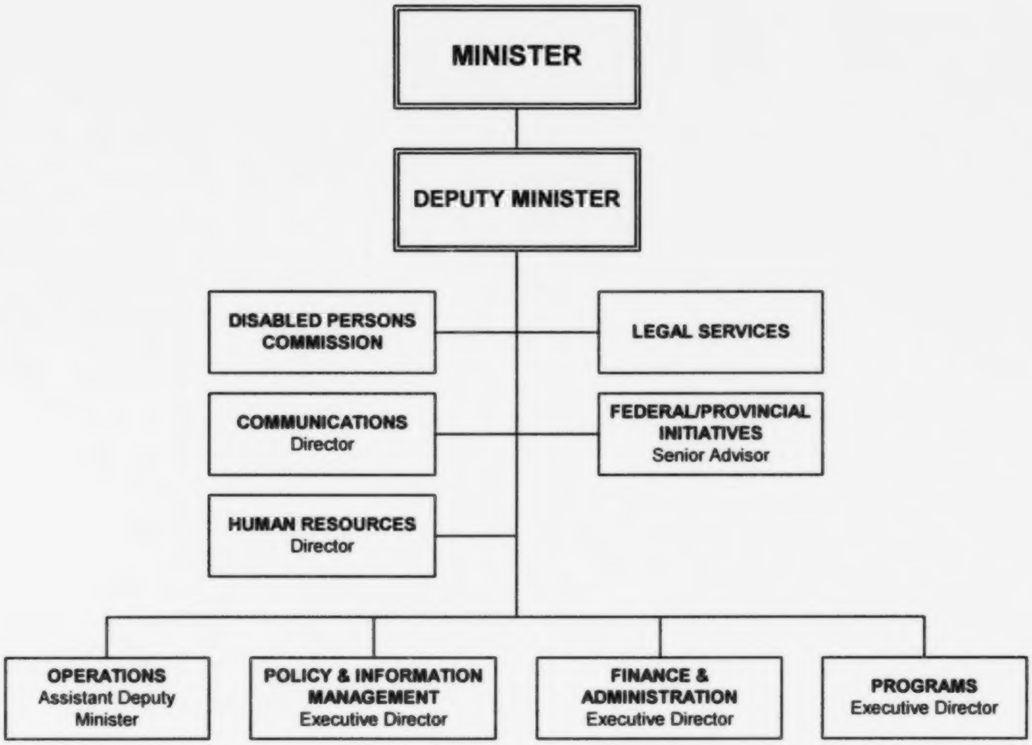
- *Angling Act* (sportfishing)
- *Fisheries and Coastal Resources Act*
- *Fisheries Organizations Support Act*
- *Wildlife Act* (sportfishing)

AGRICULTURE

- *Agriculture and Marketing Act*
- *Agriculture and Rural Credit Act*
- *Agricultural Marshland Conservation Act*
- *Agrologists Act*
- *Animal Cruelty Prevention Act*
- *Animal Health and Protection Act*
- *Baby Chick Protection Act*
- *Bee Industry Act*
- *Cattle Pest Control Act*
- *Cold Storage Plants Loan Act*
- *Crop and Livestock Insurance Act*
- *Dairy Industry Act*
- *Farm Practices Act*
- *Farm Registration Act*
- *Federations of Agriculture Act*
- *Fences and Detention of Stray Livestock Act*
- *Health Act* (food safety inspection, and regulations)
- *Imitation Dairy Products Act*
- *Livestock Brands Act*
- *Livestock Health Services Act*
- *Margarine Act*
- *Maritime Provinces Harness Racing Commission Act*
- *Meat Inspection Act*
- *Natural Products Act*
- *Potato Industry Act*
- *Provincial Berry Act*
- *Sheep Protection Act*
- *Veterinary Medical Act*

- *Weed Control Act*
- *Wildlife Act* (game and deer farming)
- *Women's Institutes of Nova Scotia Act*

Department of Community Services


MINISTER
DEPUTY MINISTER
DISABLED PERSONS COMMISSION
LEGAL SERVICES
COMMUNICATIONS Director
FEDERAL/PROVINCIAL INITIATIVES Senior Advisor
HUMAN RESOURCES Director
OPERATIONS Assistant Deputy Minister
POLICY & INFORMATION MANAGEMENT Executive Director
FINANCE & ADMINISTRATION Executive Director
PROGRAMS Executive Director

Responsibilities

The Department of Community Services delivers a wide range of social services to Nova Scotians in need and operates under a broad legislative mandate. These services contribute to better futures for our children and families, persons with disabilities, seniors and communities throughout Nova Scotia.

Services are grouped into four core business areas—housing services, family and children's services, community supports for adults and employment support and income assistance. Each year the department provides services to approximately 165,000 Nova Scotians, 17% of the provincial population. Services are delivered to clients from regional district offices across the province, housing authorities, children's aid societies and indirectly through the provincial network of service providers.

The services provided by the department offer a social safety net for Nova Scotians in need, and play a significant role in contributing to the overall health and well-being of communities.

Office of the Deputy Minister

A number of broad corporate functions report directly to the Office of the Deputy Minister, including:

- Communications
- Human Resources
- Legal Services

Although formally located in the Policy and Information Management Division, the Federal/Provincial Initiatives unit (currently) also has a reporting function to this office. This unit is responsible for negotiating arrangements between the Nova Scotia Department of Community Services and all other levels of government in the area of social services.

OFFICE OF THE ASSISTANT DEPUTY MINISTER

The Office of the Assistant Deputy Minister is responsible for coordinating and overseeing all functions related to the delivery of the departments's programs and services.

The department's service delivery structure is broken down into four regions:

- Central Regional Office
- Northern Regional Office
- Eastern Regional Office
- Western Regional Office

The four regional office operations, through a network of district offices, deliver the department's programs and support the work of community-based agencies. In each region, offices report to a Regional Administrator.

In addition to regional operations, this office is also responsible for Emergency Social Services.

PROGRAMS BRANCH

The responsibility for ongoing program and policy development and monitoring is housed in the Programs Branch. The branch has two divisions which cover the core business areas of the department:

Employment Support, Income Assistance and Housing Services

This division is responsible for the development of programs and services for people in need of support services such as housing support, employment support and/or income assistance.

Housing supports include:

- grant and loan program delivery
- social housing operation
- residential land development

Services are provided through four regional offices and seven housing authorities.

Employment and income supports include:

- Employment Support Services, including support for persons with disabilities
- Sheltered Workshops
- Nova Scotia Child Benefit
- Income Assistance, including Pharmacare

Family and Children's Services and Community Supports for Adults

This division is responsible for the development of programs and services for vulnerable Nova Scotians, including services for disabled children and adults, and children in need of protection.

The focus of Family and Children's Services is children, youth, and their families. These programs provide community-based, protection, and prevention-oriented supports for both children and families.

Programs include:

- Child Welfare and Residential Services
- Early Childhood Development Services, including Child Care programs
- Community Outreach Services

The focus of Community Supports is the development of a continuum of residential services for disabled adults, including:

- Licensed Homes for Special Care
- Community-based Options

POLICY & INFORMATION MANAGEMENT DIVISION

This division brings together the department's strategic and business planning functions, corporate policy development and program evaluation, together with all information activities to support policy and program development and regional operations.

Functions of the division include:

- Federal/Provincial Initiatives
- Strategic and Business Planning
- Policy Support, Research and Evaluation
- Information Technology Services
- Technology Infrastructure
- Business Solutions
- Production Support
- Records Management
- FOIPOP

The Appeals Unit, which coordinates appeals activities related to Employment Support and Income Assistance and Community Supports for Adults, is also located in this division.

FINANCE AND ADMINISTRATION

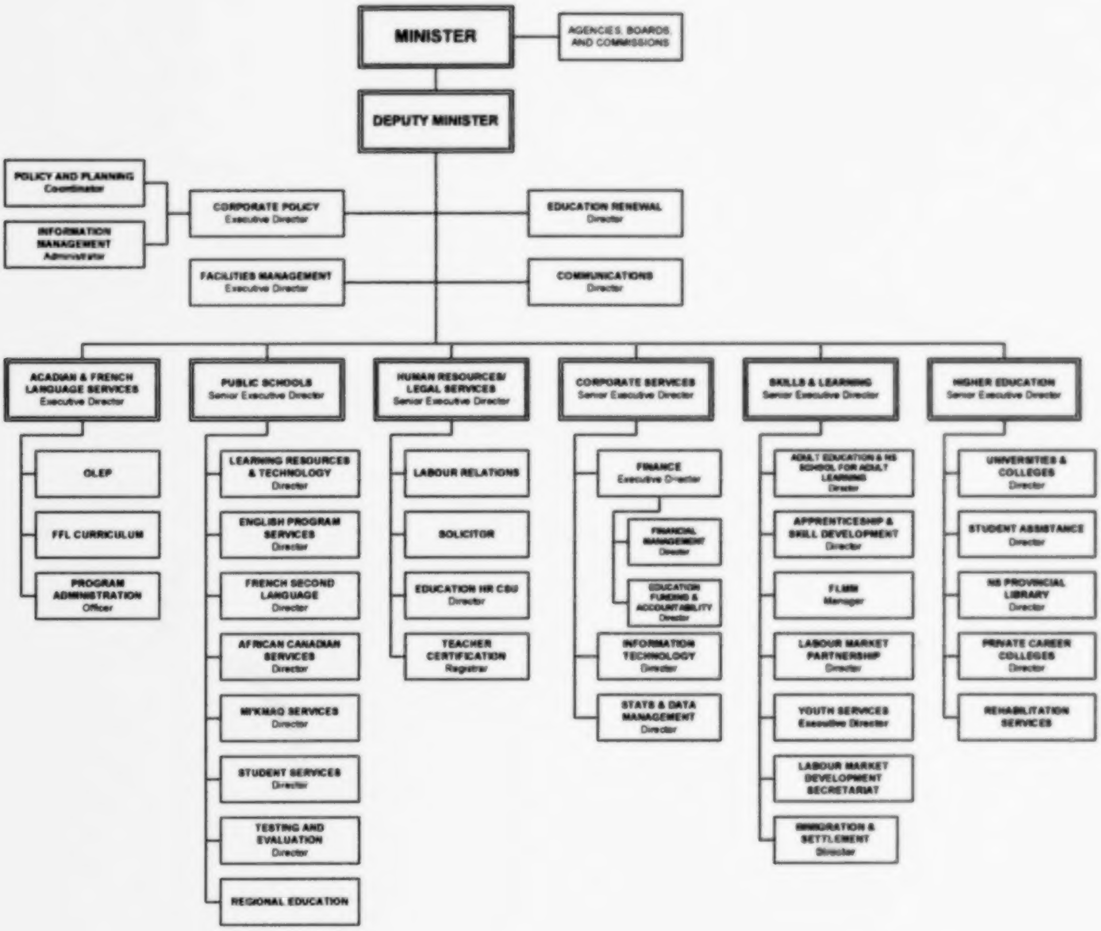
This division is responsible for administrative support and financial systems for the department. The main sections are:

- Accounting and Control
- Budgets and Results
- Administrative Services

Acts Administered

- *Adoption Information Act*
- *Children and Family Services Act*
- *Day Care Act*
- *Disabled Persons Commission Act*
- *Employment Support and Income Assistance Act*
- *Family Benefits Act*
- *Homes for Special Care Act*
- *Housing Act (as of August 1, 2000)*
- *Housing Development Corporation Act (as of August 1, 2000)*
- *Senior Citizen's Financial Aid Act*
- *Social Assistance Act*

Department of Education


MINISTER
AGENCIES, BOARDS, AND COMMISSIONS
DEPUTY MINISTER
POLICY AND PLANNING Coordinator
INFORMATION MANAGEMENT Administrator
CORPORATE POLICY Executive Director
EDUCATION RENEWAL Director
FACILITIES MANAGEMENT Executive Director
COMMUNICATIONS Director
ACADIAN & FRENCH LANGUAGE SERVICES Executive Director
OLEP
FFL CURRICULUM
PROGRAM ADMINISTRATION Officer
PUBLIC SCHOOLS Senior Executive Director
LEARNING RESOURCES & TECHNOLOGY Director
ENGLISH PROGRAM SERVICES Director
FRENCH SECOND LANGUAGE Director
AFRICAN CANADIAN SERVICES Director
MI'KMAQ SERVICES Director
STUDENT SERVICES Director
TESTING AND EVALUATION Director
REGIONAL EDUCATION
HUMAN RESOURCES/ LEGAL SERVICES Senior Executive Director
LABOUR RELATIONS
SOLICITOR
EDUCATION HR CSU Director
TEACHER CERTIFICATION Registrar
CORPORATE SERVICES Senior Executive Director
FINANCE Executive Director
FINANCIAL MANAGEMENT Director
EDUCATION FUNDING & ACCOUNTABILITY Director
INFORMATION TECHNOLOGY Director
STATS & DATA MANAGEMENT Director
SKILLS & LEARNING Senior Executive Director
ADULT EDUCATION & NS SCHOOL FOR ADULT LEARNING Director
APPRENTICESHIP & SKILL DEVELOPMENT Director
FLMM Manager
LABOUR MARKET PARTNERSHIP Director
YOUTH SERVICES Executive Director
LABOUR MARKET DEVELOPMENT SECRETARIAT
IMMIGRATION & SETTLEMENT Director
HIGHER EDUCATION Senior Executive Director
UNIVERSITIES & COLLEGES Director
STUDENT ASSISTANCE Director
NS PROVINCIAL LIBRARY Director
PRIVATE CAREER COLLEGES Director
REHABILITATION SERVICES

Responsibilities

PUBLIC SCHOOLS BRANCH

This branch comprises African Canadian Services, English Program Services, French Second Language Services, Learning Resources and Technology, Mi'kmaq Services, Regional Education, Student Services, and Testing and Evaluation. It is responsible for all education programs and services for the English language public school system, testing and evaluation, educational technology and school board liaison.

ACADIAN AND FRENCH LANGUAGE SERVICES BRANCH

The Acadian and French Language Services Branch monitors and approves curriculum development for French first language education. The branch negotiates and co-ordinates activities related to federal-provincial funding agreements for French first and second language education in Nova Scotia. This branch also advises the Deputy Minister and Minister on all matters related to French first language issues in the province.

HIGHER EDUCATION BRANCH

This branch comprises Universities and Colleges Liaison, the Nova Scotia Advisory Board on Colleges and Universities, Student Financial Assistance, Private Career Colleges, Rehabilitation Programs and Services, and the Provincial Library. This branch promotes access to advanced education and knowledge for Nova Scotia in partnership with post-secondary institutions and regional public libraries.

SKILLS AND LEARNING BRANCH

This branch comprises Adult Education, Apprenticeship and Skill Development, Immigration and Settlement, Labour Market Partnerships, Youth Services, Provincial Apprenticeship Board, Forum of Labour Market Ministers' (FLMM) Secretariat, FLMM - Labour Market Information Secretariat and Labour Market Development Secretariat. It co-ordinates Skills Nova Scotia, the province's labour market development strategy. It also works collaboratively with a range of government, industry, labour, business, community, and education partners to design, implement, and evaluate, policies, programs, and services that support learning and skill development at home, at work, and in the community.

CORPORATE POLICY BRANCH

This branch comprises Policy and Planning and Information Management. It is responsible for providing advice and support in policy, planning, legislation, research, coordination, and information services to all areas of the department. This branch focuses on ensuring the department has clear, achievable and appropriate policies in place, decisions are based on high quality research undertaken to address current and emerging issues, the business planning and budgeting processes are integrated, and the accountability requirements of the department are met.

CORPORATE SERVICES BRANCH

This branch comprises Financial Management, Education Funding and Accountability, Information Technology and Statistics and Data Management. It is responsible for the delivery of business and support services to the department including: financial management and comptrollership responsibilities, information technology, the province-wide delivery of data communications, and the management of educational related data and statistics. This branch is also responsible for providing selected services to school boards including co-ordination of pupil transportation with school boards.

HUMAN RESOURCES & LEGAL SERVICES

This branch supports activities associated with the move to single-tier collective bargaining, maximizes the value of dollars spent for legal advice, supports school boards in addressing current and emerging issues, enhances effective human resource planning in the education system, provides teacher certification and classification functions, and delivers the full range of comprehensive human resource services and strategic advice necessary to support the department's business objectives. It is part of a corporate services unit which also provides human resource services to other departments.

COMMUNICATIONS OFFICE

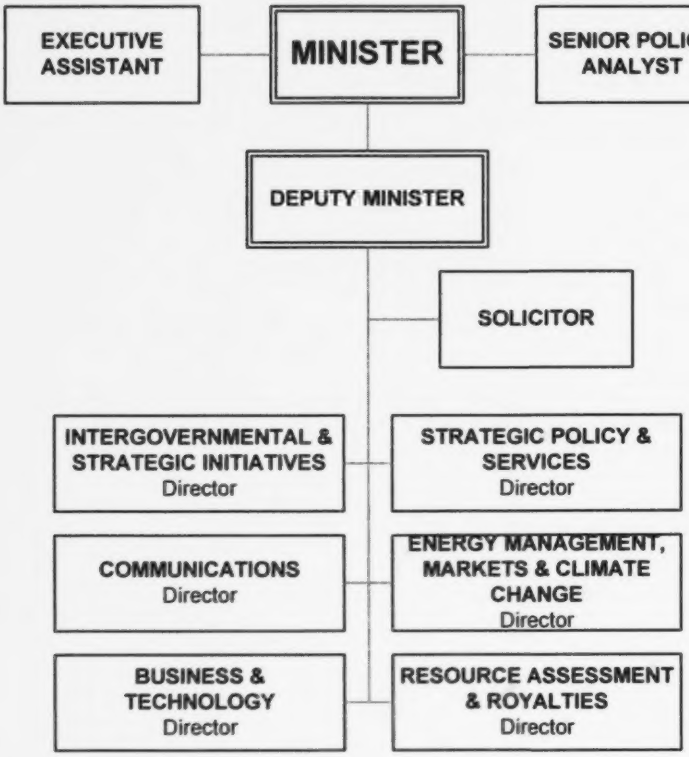
Communications provides communication support for government and department programs, policies and initiatives. This includes communications planning, issues management, media relations, special events, stakeholder communications and promotion and marketing.

Acts Administered

- *Acadia University Act*
- *Apprenticeship and Trades Qualifications Act*
- *Atlantic Institute of Education Act*
- *Atlantic School of Theology Act*
- *Community Colleges Act*
    - Part I – Collége de l'Acadie
    - Part II – Nova Scotia Community College
- *Cosmetology Act*
- *Dalhousie College and University Act*
- *Dalhousie-Technical University Amalgamation Act*
- *Degree Granting Act*
- *Education Act*
- *Education Amendments (1994) Act*
- *Education Assistance Act*
- *Educational Communications Agency Act*
- *Handicapped Persons' Education Act*
- *Hospital Education Assistance Act*
- *Libraries Act*
- *Maritime Provinces Higher Education (Nova Scotia) Act*
- *Mi'kmaq Education Act*
- *Mount Saint Vincent University Act*
- *Nova Scotia College of Art and Design Act*
- *Nova Scotia School Boards Association Act*
- *Nova Scotia Teachers College Foundation Act*
- *Private Career Colleges Regulation Act*
- *Registered Barbers Act*
- *St. Francis Xavier University Act*
- *Saint Mary's University Act*
- *School Loan Fund Act*
- *Southwestern Nova Scotia Community College Act*
- *Student Aid Act*
- *Teachers' Collective Bargaining Act*
- *Teaching Profession Act*
- *Universities Assistance Act*

- *Université Sainte-Anne Act*
- *University Foundations Act*
- *University College of Cape Breton Act*
- *University of Kings College Act*

Department of Energy


EXECUTIVE ASSISTANT
MINISTER
SENIOR POLICY ANALYST
DEPUTY MINISTER
SOLICITOR
INTERGOVERNMENTAL & STRATEGIC INITIATIVES Director
STRATEGIC POLICY & SERVICES Director
COMMUNICATIONS Director
ENERGY MANAGEMENT, MARKETS & CLIMATE CHANGE Director
BUSINESS & TECHNOLOGY Director
RESOURCE ASSESSMENT & ROYALTIES Director

Responsibilities

The Nova Scotia Department of Energy was created in June 2002 to serve as the government's focal point in the development of the province's energy resources, as outlined in the Energy Strategy. The department is a consolidation of the Nova Scotia Petroleum Directorate and the energy-related activities of the Nova Scotia Department of Natural Resources.

Mission

The Energy Department's mission is to deliver maximum economic, social, and environmental benefits from the energy sector by creating partnerships with governments, industry, other provincial departments and local communities to develop, establish and manage the province's energy policies.

Executive

Minister
Deputy Minister

ENERGY MANAGEMENT, MARKETS, AND CLIMATE CHANGE (EMMCC)

The department implements policies and programs dealing with a wide range of issues related to natural gas transmission, distribution and use; electricity generation, transmission, distribution and use; refined petroleum products; energy efficiency; and alternative energy. It develops policy advice, delivers programs, and represents the interests of Nova Scotians before other levels of government and regulators.

The department continues to be active as part of the national process considering implementation issues following ratification of the Kyoto Protocol. It is important to maintain competitiveness for Nova Scotia's industry and to recognize the actions that have already been taken to reduce emissions. As more becomes known on the specifics of Nova Scotia's obligations, the department will make ongoing adjustments to its provincial Climate Change Strategy.

STRATEGIC POLICY AND SERVICES

The department is responsible for the coordination of energy policies, strategies, plans, and services. In order to carry out these tasks, the department gathers information on Nova Scotia and other jurisdictions' experiences, policies and activities as well as the general business climate for energy investments and analyses them for effectiveness and implications for meeting public policy objectives and relevance to Nova Scotia's energy sector.

RESOURCE ASSESSMENT AND ROYALTIES

The department is responsible for the development of policy, legislation, and regulations for the exploration and development of the province's offshore and onshore petroleum resources, which includes the administration of the royalty regulations and agreements. In the onshore, the department administers the granting of petroleum rights and coordinates the regulation of exploration activity. The Canada–Nova Scotia Offshore Petroleum Board regulates day-to-day offshore petroleum activity, while the department promotes Nova Scotia's onshore and offshore petroleum potential.

INTERGOVERNMENTAL AFFAIRS AND STRATEGIC INITIATIVES

The energy sector is marked by intergovernmental responsibilities, especially with respect to management of the offshore area, aboriginal interests, marine environmental issues, research and development, and climate change. The department is responsibile for ensuring Nova Scotia's relationships with its government partners and other interested parties are properly managed and co-ordinated in a manner which builds trust and respect.

BUSINESS AND TECHNOLOGY

The department promotes investment in the energy-related capabilities of Nova Scotia. It provides opportunities for local companies to meet potential joint venture partners and participate in investment missions abroad. The department strives to maximize business opportunities for local suppliers of goods and services and identifies areas of labour demands and possible skill shortages to develop strategic approaches and undertake partnerships in training projects and initiatives.

COMMUNICATIONS - INFORMING NOVA SCOTIANS

Energy use and development are important to all Nova Scotians. Public information programs help create a higher level of public understanding of issues such as climate change, the exploration and development of oil and natural gas, and electricity and renewable energy. Public education initiatives include video, print resources, and training for educators; an extensive Web site offering a library of publications and other energy-related information; and public education working groups to help identify innovative ways to educate Nova Scotians on energy issues.

Acts Administered

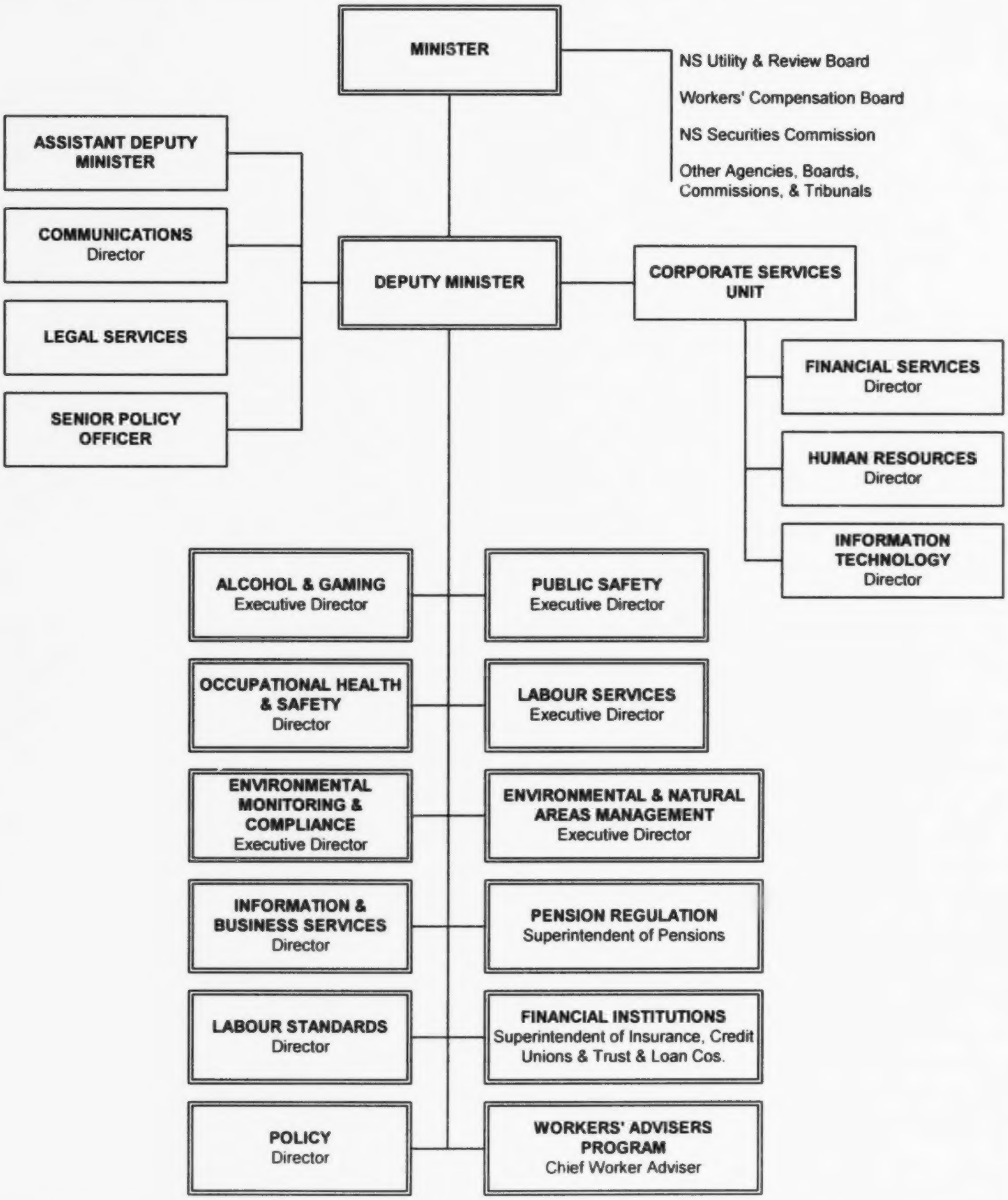
See <www.gov.ns.ca/energy/> for a detailed listing.

Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation (Nova Scotia) Act
Energy-efficient Appliances Act
Energy Resources Conservation Act
Gas Distribution Act
Offshore Petroleum Royalty Act
Petroleum Resources Act
Petroleum Resources Removal Permit Act
Pipeline Act
Underground Hydrocarbons Storage Act

Other

- Environmental Assessment Regulations
- Fuel Safety Regulation (Amendment)
- Gas Fitter Trade Regulations
- Natural Gas Transmission Pipeline Assessment Regulations

Department of Environment and Labour


MINISTER
NS Utility & Review Board
Workers' Compensation Board
NS Securities Commission
Other Agencies, Boards, Commissions, & Tribunals
ASSISTANT DEPUTY MINISTER
COMMUNICATIONS Director
LEGAL SERVICES
SENIOR POLICY OFFICER
DEPUTY MINISTER
CORPORATE SERVICES UNIT
FINANCIAL SERVICES Director
HUMAN RESOURCES Director
INFORMATION TECHNOLOGY Director
ALCOHOL & GAMING Executive Director
PUBLIC SAFETY Executive Director
OCCUPATIONAL HEALTH & SAFETY Director
LABOUR SERVICES Executive Director
ENVIRONMENTAL MONITORING & COMPLIANCE Executive Director
ENVIRONMENTAL & NATURAL AREAS MANAGEMENT Executive Director
INFORMATION & BUSINESS SERVICES Director
PENSION REGULATION Superintendent of Pensions
LABOUR STANDARDS Director
FINANCIAL INSTITUTIONS Superintendent of Insurance, Credit Unions & Trust & Loan Cos.
POLICY Director
WORKERS' ADVISERS PROGRAM Chief Worker Adviser

Responsibilities

ALCOHOL AND GAMING REGULATION
Responsible for licensing, regulating, and controlling gaming activities, liquor-licensed establishments, and amusement activities throughout Nova Scotia.

PUBLIC SAFETY
Develops and enforces policies, codes, and standards. Conducts inspections, investigates fires and explosions, maintains a statistical data base on provincial fire losses. Develops and delivers a certification process and educational programs and advises and consults on life safety issues for fire prevention, fire suppression, and electrical and LP gas safety. Develops and enforces safety standards for public safety in the area of boilers, pressure vessels, elevators, lifts, amusement rides, and related equipment operators through consultation and education, certification, and inspection and review of facilities, equipment, and programs. Adopts and develops a provincial building code and provides a related appeal process and interpretive service.

OCCUPATIONAL HEALTH AND SAFETY
Based on a system of internal workplace responsibility, provides programs and services in health and safety; clarifies responsibilities under the law; provides support to workplaces; and intervenes to ensure workplace standards are met.

LABOUR SERVICES
Offers a variety of services and programs to encourage harmonious labour practices, including impartial conciliation/mediation and preventive mediation. The Labour Services Division also provides administrative support for the non-binding arbitration program developed by the Labour Management Forum and to the following agencies, boards, commissions, and tribunals: the Labour Relations Board and Construction Industry Panel, the Labour Standards Tribunal, the Occupational Health and Safety Appeal Panel, the Crane Operators Appeal Board, the Power Engineers and Operators Appeal Committee, the Elevators and Lifts Appeal Board, the Nova Scotia Insurance Review Board, and the Pay Equity Commission.

ENVIRONMENTAL MONITORING AND COMPLIANCE
Provides for the delivery of environment-related programs and services in regional offices throughout Nova Scotia, primarily through approval, inspection, monitoring, and enforcement activities. Also responsible for implementing the province's Solid Waste–Resource Management Strategy supporting recycling and composting programs.

ENVIRONMENTAL AND NATURAL AREAS MANAGEMENT
Develops and delivers environmental management programs directed at sustainable development. Protects, manages, and enhances the environment by providing a strong environmental management framework to environmental issues in the province. Develops and implements a comprehensive approach to the protection and sustainable use of Nova Scotia's air, water, and terrestrial resources, including protected areas.

INFORMATION AND BUSINESS SERVICES
Provides services in support of departmental operations in the area of information management including records management, library services, database management, website development and maintenance, information access and privacy, and business services including purchasing, inventory and facility management.

PENSION REGULATION
Safeguards benefits promised under pension plans through monitoring funding and insuring that minimum benefit standards are provided. Will also facilitate the extension of pension plan coverage.

LABOUR STANDARDS
The division's main responsibility is to enforce the Labour Standards Code. The code provides minimum standards for all employees under provincial jurisdiction and the program provides dispute resolution for all except those under collective agreements. The main activities carried out by the division include: communicating information about the code by telephone, in person, mail and the internet; conducting workplace audits to determine compliance; receiving complaints and attempting to settle them and/or investigating complaints and rendering decisions; collecting and disbursing moneys resulting from settlements and orders; and attending appeal hearings, as required.

FINANCIAL INSTITUTIONS
Regulates the operations of credit unions, trust and loan companies, and insurance companies, agents, brokers, and adjusters in the province. The division also provides a complaint and enquiry service for the public relating to financial institutions and the insurance industry and collects and verifies the insurance premiums tax.

POLICY

Provides departmental coordination of policy and planning for the department, including legislative review and policy development, preparation of ministerial and deputy briefing material, research and policy analysis, and departmental liaison for national or international issues.

COMMUNICATIONS

Provides strategic communications planning and advice to the Minister and senior managers. The division is also responsible for all external communications functions carried out for the department, including issues management, advertising, and media relations, and shares responsibility within the department for internal communications. The day-to-day functions of the division include preparing communications plans, writing press releases, writing speeches, planning and executing special events like news conferences, providing input and advice on print and electronic publications, and preparing briefing notes for the Minister and Premier on key issues.

CORPORATE SERVICES UNIT

Provides financial, human resources, and IT services to client departments and agencies of the Resources CSU, including the Departments of Agriculture and Fisheries, Environment and Labour, Natural Resources, Energy, and the Emergency Measures Organization of Nova Scotia.

WORKERS' ADVISERS PROGRAM

Provides legal services to injured workers under the Workers' Compensation Act.

Agencies, Boards, Commissions, and Tribunals

- Maritime Film Classifiers
- Board of Examiners for Certification of Blasters
- Construction Industry Panel
- Crane Operators Appeal Board
- Crane Operators Examination Committee
- Credit Union Deposit Insurance Corporation
- Elevators and Lifts Appeal Board
- Environmental Assessment Board
- Fire Safety Advisory Council and Fire Safety Appeal Board
- Fire Services Advisory Committee
- Fuel Safety Board

- Labour Relations Board
- Labour Standards Tribunal
- Nova Scotia Building Advisory Committee
- Nova Scotia Insurance Review Board
- Nova Scotia Securities Commission
- Occupational Health and Safety Advisory Council
- Occupational Health and Safety Appeal Panel
- On-Site Services Advisory Board
- Pay Equity Commission
- Power Engineers and Operators Appeal Committee
- Power Engineers and Operators Board
- Radiation Health Advisory Committee
- Resource Recovery Fund Board
- Utility and Review Board
- Workers Compensation Board

Acts Administered

Amusement Devices Safety Act
Building Code Act
*Court and Administrative Reform Act (*NSEL administers only the Labour Relations Board Order Regulations (NS Reg. 31/97))
Crane Operators and Power Engineers Act
Credit Union Act
Electrical Installation and Inspection Act
Elevators and Lifts Act
Environment Act
Fire Safety Act
Gaming Control Act
Health Act (NSEL administers only the Radiation Emitting Devices Regulations (N.S. Reg. 14/81 and OIC 82-92) and the Radiation Ionizing Devices Regulations (NS Reg. 29/60)
*Insurance Act**
Labour Standards Code

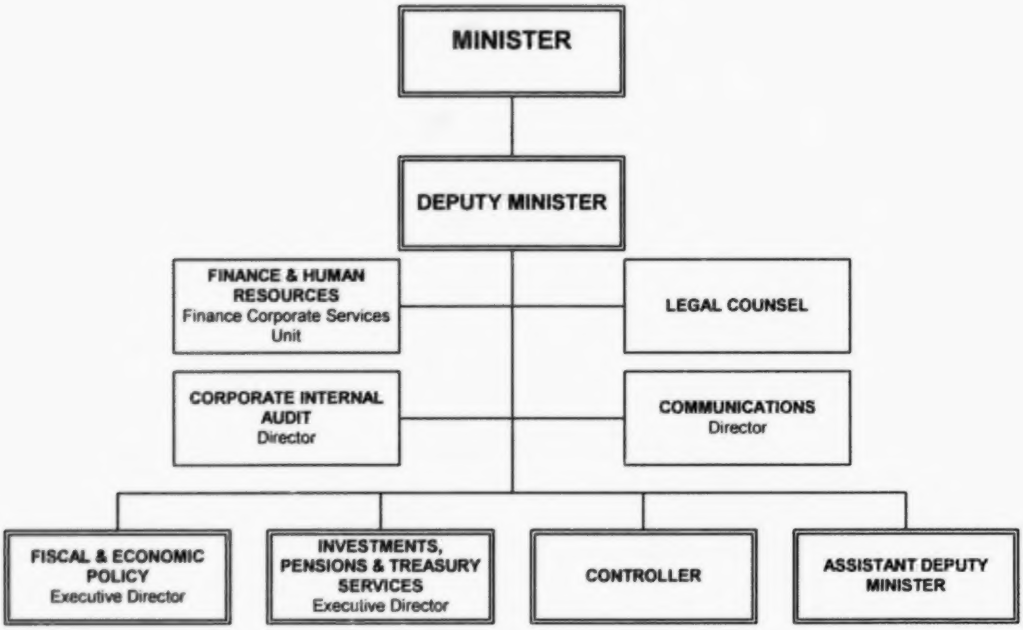
* Responsibility for the *Insurance Act* and the Nova Scotia Insurance Review Board is currently assigned to the Minister of Transportation and Public Works.

Liquor Control Act
Occupational Health and Safety Act
Pay Equity Act
Pension Benefits Act
Remembrance Day Act
Special Places Protection Act (The act is jointly administered with Departments of Tourism, Culture and Heritage and Natural Resources.
Steam Boiler and Pressure Vessel Act
Teachers' Collective Bargaining Act
Theatres and Amusements Act
Trade Union Act
Trust and Loan Companies Act
Water Resources Protection Act
Wilderness Areas Protection Act

Other Legislation under the Responsibility of the Minister

Securities Act
Utility and Review Board Act
Workers' Compensation Act (jointly administered by NSEL and the Workers Compensation Board)

Department of Finance


MINISTER
DEPUTY MINISTER
FINANCE & HUMAN RESOURCES
Finance Corporate Services Unit
LEGAL COUNSEL
CORPORATE INTERNAL AUDIT
Director
COMMUNICATIONS
Director
FISCAL & ECONOMIC POLICY
Executive Director
INVESTMENTS, PENSIONS & TREASURY SERVICES
Executive Director
CONTROLLER
ASSISTANT DEPUTY MINISTER

Responsibilities

FISCAL AND ECONOMIC POLICY BRANCH

The Fiscal and Economic Policy Branch of the Department of Finance provides research, analysis, and recommendations to government on a wide range of critical fiscal, economic, and statistical policy issues. The branch is responsible for analysis and recommendations relating to major federal-provincial fiscal transfer programs and interprovincial and federal-provincial tax policy initiatives, the preparation of economic impact analysis of policies under consideration by government, and the provision of statistical publications and services. It prepares both the short- and long-term economic and revenue forecasts that underlie the government's fiscal plan. The branch is also responsible for the provision of comprehensive databases for use in the development of government-wide policy.

INVESTMENTS, PENSIONS AND TREASURY SERVICES

The branch comprises three divisions, Investments, Pensions, and Treasury Services, and one operating unit, Capital Markets Administration.

Investments Division

Responsible for the management of the Teachers' Pension Plan and the Public Service Superannuation Fund. The primary goal of the division is to earn a rate of return within tolerable limits to satisfy benefit costs.

Pension Services Group

Administers pension plans and benefit programs for which the province is responsible:

- Teachers' Pension Plan
- Public Service Pension Plan
- judges' pension arrangements
- deputy minister's pension arrangements
- pension plan for members of the Legislative Assembly
- Public Service Award program (Crown employees)
- Sydney Steel Superannuation Fund
- life and medical insurance plans for Sydney Steel pensioners

Liability Management and Treasury Services

Manages the cash balances of the consolidated and related funds and manages the debt portfolio of the province so as to maximize the likelihood of achieving the fiscal objectives of the province, while minimizing the debt portfolio's long-term cost to carry and to fund cash requirements at a minimum cost to the province; responsible for the execution of all domestic and international financing transactions in the short, medium, and long term as well as special financing; responsible for providing a broad range of banking, cash management, securities settlement, and accounting services to the province, ministries, Crown corporations, and various government organizations.

Capital Markets Administration

Responsible for all post-trade settlement and administrative functions of the Investments and Liability Management Divisions of the Department of Finance. This includes all trade settlement, accounting, reporting, custody, and debt servicing of the province's debt portfolio as well as the Nova Scotia Public Service Superannuation Fund, the Teachers' Pension Fund, and the Sinking and Debt Retirement Funds of the province.

CONTROLLER

The Controller provides support to the Minister, Deputy Minister, and Assistant Deputy Minister by ensuring that the government accounting and financial reporting procedures accurately reflect the province's fiscal position in compliance with public-sector accounting standards.

The Controller leads and directs the corporate financial systems including accountability control systems, central accounting systems, internal and external reporting systems, and government payroll.

The Controller ensures the appropriate disbursement of provincial funds, monitoring of spending appropriations, and meeting the internal and external financial reporting requirements of government.

ASSISTANT DEPUTY MINISTER

The Assistant Deputy Minister provides support to the Minister and the Deputy Minister in ensuring that the Province of Nova Scotia experiences a fiscal climate that is conducive to economic growth and provides central agency support and policy direction for effective management of the province's finances.

In order to achieve these objectives the ADM is responsible for overseeing the following:

- Policy direction of the department – ensures that the government's fiscal policies provide for fair and efficient taxation and promote economic growth in a manner that balances government's social responsibilities with its fiscal responsibilities.
- Financial accountability of the province – oversees the Controller's office to ensure that government accounting and financial reporting procedures accurately reflect the province's fiscal position in compliance with public-sector accounting standards.
- Budget process – provides direction for the planning and review of the budget process (in conjunction with Treasury and Policy Board).
- Monitoring and reporting on the fiscal position of the Province.
- Representing the department on a number of intergovernmental committees to ensure that the fiscal priorities of the province are incorporated in decision making.

FINANCE CORPORATE SERVICES UNIT

Financial Services

The Financial Services Division's mission is to provide leadership, direction, and coordination of programs, services, and expertise in the area of financial management to their client departments and agencies in support of the client and corporate agenda. The division provides financial consulting and advice, business planning support, accounting, budgeting, forecasting, and fiscal planning services to its client departments and agencies.

Human Resources

The Human Resources Division provides leadership, direction, and coordination of human resource programs that support the client and corporate agenda. The division assists with organizational planning, recruitment and selection, compensation, performance management, attendance management, labour relations, counselling, occupational health and safety, workforce adjustment, and pay and benefits.

LEGAL COUNSEL

The Legal Services Division of the Department of Finance, under the umbrella of the Department of Justice, oversees and/or provides all legal advice and assistance as required by all divisions of the Department of Finance. In addition, staff of the division provide assistance respecting the administration of the *Freedom of Information and Protection of Privacy Act.*

CORPORATE INTERNAL AUDIT

This division ensures that government maintains the integrity of its financial statements and that internal controls are functioning as intended, thus enabling government to reduce its risk exposure. Functions include examining and evaluating activities and providing appropriate counsel to enable management to make informed strategic decisions regarding departmental operations. Futhermore, the divison promotes the cost effectiveness of and accountability for public expenditure.

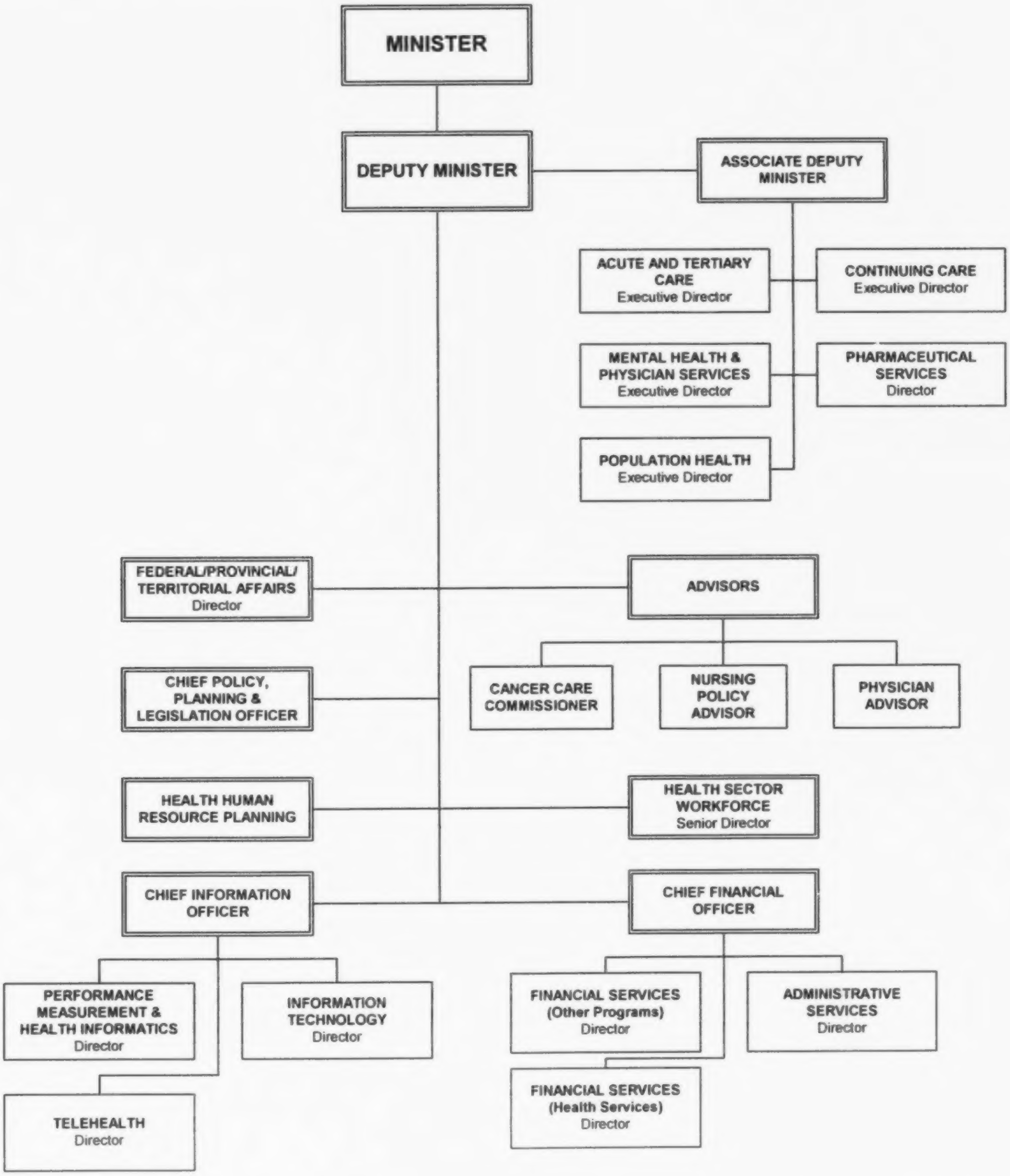
COMMUNICATIONS

The Communications Division advances and supports government efforts to communicate effectively with Nova Scotians, ensuring the highest standards of accuracy, clarity, consistency, and reliability. Through quality communications, Nova Scotians gain a better understanding of the actions of their government. The Communications Division is focused on the expansion and strengthening of internal and external communications.

Acts Administered

- *Appropriations Acts*
- *Corporation Capital Tax Act*
- *Equity Tax Credit Act*
- *Financial Measures Act*
- *Income Tax Act*
- *Members' Retiring Allowances Act*
- *Nova Scotia Power Privatization Act*
- *Provincial Finance Act*
- *Public Service Superannuation Act*
- *Revenue Act* (as it relates to taxation)
- *Statistics Act*
- *Teachers' Pension Act*

Department of Health


MINISTER
DEPUTY MINISTER
ASSOCIATE DEPUTY MINISTER
ACUTE AND TERTIARY CARE Executive Director
CONTINUING CARE Executive Director
MENTAL HEALTH & PHYSICIAN SERVICES Executive Director
PHARMACEUTICAL SERVICES Director
POPULATION HEALTH Executive Director
FEDERAL/PROVINCIAL/ TERRITORIAL AFFAIRS Director
ADVISORS
CHIEF POLICY, PLANNING & LEGISLATION OFFICER
CANCER CARE COMMISSIONER
NURSING POLICY ADVISOR
PHYSICIAN ADVISOR
HEALTH HUMAN RESOURCE PLANNING
HEALTH SECTOR WORKFORCE Senior Director
CHIEF INFORMATION OFFICER
CHIEF FINANCIAL OFFICER
PERFORMANCE MEASUREMENT & HEALTH INFORMATICS Director
INFORMATION TECHNOLOGY Director
FINANCIAL SERVICES (Other Programs) Director
ADMINISTRATIVE SERVICES Director
TELEHEALTH Director
FINANCIAL SERVICES (Health Services) Director

Responsibilities

FEDERAL/PROVINCIAL/TERRITORIAL AFFAIRS

Responsible for strategic positioning of critical government health issues through negotiation and collaboration between federal/provincial/territorial, municipal, and First Nations governments to limit risks and exposures to the province while maximizing overall benefits.

ADVISORS TO THE DEPUTY MINISTER

- Cancer Care Commissioner
- Nursing Policy Advisor
- Physician Advisor

CHIEF INFORMATION OFFICER

Performance Measurement and Health Informatics

Responsible for managing the research, statistics, and evaluation function of the health care system due to the increased need for information, analysis, monitoring, and evaluation of the service delivery system.

Information Technology

Ensures that information technology and systems support the department mandate, goals, and objectives in enabling health programs to be evaluated.

TeleHealth

Provides strategic and operational leadership for the Nova Scotia TeleHealth Network – Canada's first and only province-wide telehealth system.

CHIEF POLICY, PLANNING AND LEGISLATION OFFICER

Leads the translation of the strategic directions of the department to the delivery of health care programs through plan development and management plan implementation and leads the department in organization development and transformation.

HEALTH HUMAN RESOURCE PLANNING

Responsible for planning, analysis, and research leading to reports and recommendations for the Minister and Deputy Minister regarding new legislation, policies, or procedures dealing with the numbers and types of health personnel to be trained, financially supported, or accepted by way of immigration, or policies to ensure proper distribution of resources to areas most in need.

CHIEF FINANCIAL OFFICER

Financial Services (Other Programs)

Responsible for budgeting and control services for all funding relating to the operations of provincial programs with the Continuing Care and Emergency Health Services Branch.

Administrative Services

Responsible for corporate administrative matters within the department, which includes records management, central registry services, space planning, and administration. Joint Occupational Health and Safety Committee and all administrative matters arising therefrom.

Financial Services (Health Services)

Responsible for budgeting and control services for all funding related to the operations of provincial Health Service programs.

HEALTH SECTOR WORKFORCE

Manages all aspects of the internal human resources function for employees in the department, including interfacing with counterparts throughout the broader health care sector regarding major human resource issues and processes such as labour relations and human resource management.

ASSOCIATE DEPUTY MINISTER

Acute and Tertiary Care

Acute Care enables and supports the district health authorities and provincial health care centres in an array of health care services that is sustainable for the future.

Responsible for ancilliary health care programs including Senior Pharmacare Services, Children's Oral Health Program, Optometric Program, Prosthesis Program, and Special Dental Programs.

Continuing Care

Develops and implements policy and standards for Continuing Care services for the province. This includes core programs in Long Term Care, Adult Protection, and Home Care to ensure that these programs are effective and integrated.

Mental Health and Physician Services

Responsible for planning and developing policies and programs in Mental Health and Physician Services, including consulting and negotiating extensively with service providers and other government departments to achieve buy-in and identify feasibility issues and the service and financial implications.

Pharmaceutical Services

Responsible for health programs on an individual basis by health professionals including MSI physician services. Programs are provided under the *Health Services and Insurance Act*, *Canada Health Act*, and *Hospitals Act* of Nova Scotia.

Population Health

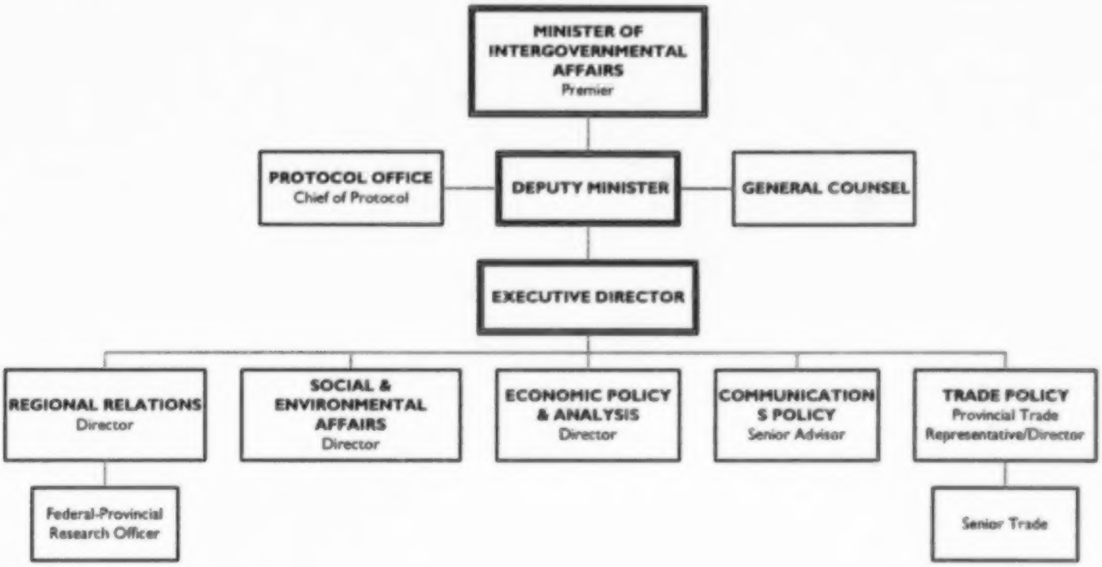
Responsible for the development, implementation, and evaluation of health department initiatives in Primary Care, Emergency Services, and Population Health, including Public Health and Addiction Services.

Acts Administered

Adult Protection Act
AIDS Advisory Commission Act
Anatomy Act
Chiropractic Act
Co-ordinated Home Care Act
Dental Act
Dental Technicians Act
Denturists Act
Dispensing Opticians Act
Emergency Health Services Agency Act (not proclaimed as of 2 August 1995)
Health Act (shared with Environment and Labour and Agriculture and Fisheries)
Health Authorities Act
Health Council Act
Health Research Foundation Act
Health Services and Insurance Act
Homes for Special Care Act (shared with Community Services)
Hospital Trusts Act
Hospitals Act
Human Tissue Gift Act
Izaak Walton Killam–Grace Health Centre Act

Licensed Practical Nurses Act
Medical Act
Medical Consent Act
Medical Laboratory Technology Act
Medical Professional Corporations Act
Medical Radiation Technologists Act
Medical Services Act
Medical Society Act
Municipal Hospitals Loan Act
Nova Scotia Hospital Act
Nova Scotia Hospital Foundation Act
Occupational Therapists Act
Optometry Act
Pharmacy Act
Physiotherapy Act
Professional Dietitians Act
Psychologists Act
Queen Elizabeth II Health Sciences Centre Act
Regional Health Boards Act
Registered Nurses Act
Smoke-free Places Act
Social Assistance Act
Tobacco Access Act

Department of Intergovernmental Affairs


MINISTER OF INTERGOVERNMENTAL AFFAIRS
Premier
PROTOCOL OFFICE
Chief of Protocol
DEPUTY MINISTER
GENERAL COUNSEL
EXECUTIVE DIRECTOR
REGIONAL RELATIONS
Director
SOCIAL & ENVIRONMENTAL AFFAIRS
Director
ECONOMIC POLICY & ANALYSIS
Director
COMMUNICATIONS POLICY
Senior Advisor
TRADE POLICY
Provincial Trade Representative/Director
Federal-Provincial Research Officer
Senior Trade

Mission Statement

To provide leadership in the development of corporate strategies for Nova Scotia's relations with governments and organizations.

Core Businesses

1. Coordinate and develop the overall intergovernmental strategy of the Nova Scotia government, to ensure a corporate approach to other governments and to ensure that the results of negotiations with the government of Canada and other governments address Nova Scotia's needs and priorities.
2. Build on regional alliances to promote issues of fairness for Nova Scotians and Atlantic Canadians, and to promote regional programs and services which benefit citizens.
3. Enhance Nova Scotia's image and diplomatic, cultural, and economic ties abroad with direct responsibilities for managing Protocol and trade policy within and outside Canada.
4. Increase awareness and understanding, both within the Nova Scotia government and in other governments, of this Province's position relative to key intergovernmental issues.

Sectoral Responsibilities

Intergovernmental Affairs works closely with line departments to preserve and promote the province's interests in various sectors where relations with other governments are concerned. The department's key role is to identify the province's corporate intergovernmental priorities and to ensure that they are factored into the intergovernmental relations of line departments.

REGIONAL RELATIONS

Research, analysis, development, coordination, and promotion from a central agency perspective of the province's intergovernmental relations with Atlantic Canada and New England.

SOCIAL AND ENVIRONMENTAL AFFAIRS

Research, analysis, development, coordination, and promotion from a central agency perspective of the province's intergovernmental relations in the environmental and social policy sectors.

ECONOMIC POLICY AND ANALYSIS

Research, analysis, development, coordination, and promotion from a central agency perspective of the province's intergovernmental economic and fiscal initiatives.

COMMUNICATIONS POLICY

Provision of communications advice from a central agency perspective regarding all aspects of the province's intergovernmental relations.

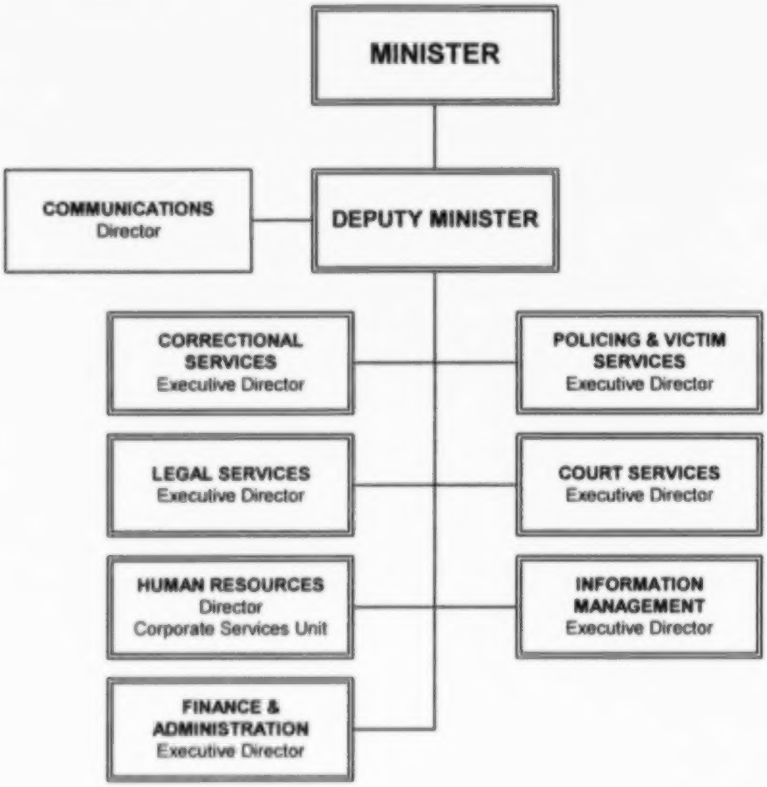
TRADE POLICY

The Provincial Trade Representative acts as Nova Scotia's spokesperson and primary contact point for international and interprovincial trade negotiations, agreements, and disputes. The representative advises ministers and agencies on current trade relations, consults with stakeholders, and coordinates intergovernmental activity in the trade policy field.

PROTOCOL OFFICE

Responsible for the organization of official visits of members of the Royal Family and special events on behalf of the government; provision of congratulatory messages for special events as well as consulting services to government agencies, non-government organizations, and the general public; administration of the Order of Nova Scotia Program.

Department of Justice


MINISTER
COMMUNICATIONS Director
DEPUTY MINISTER
CORRECTIONAL SERVICES Executive Director
POLICING & VICTIM SERVICES Executive Director
LEGAL SERVICES Executive Director
COURT SERVICES Executive Director
HUMAN RESOURCES Director Corporate Services Unit
INFORMATION MANAGEMENT Executive Director
FINANCE & ADMINISTRATION Executive Director

The department consists of approximately 1,500 employees with five operational divisions.

The Department of Justice is committed to the fair and effective administration of justice and to excellence in service to the people of Nova Scotia.

Mandate

The Department of Justice is responsible for

- the administration and operation of correctional facilities for adult and young offenders
- the provision of community corrections services for adult and young offenders
- the provision of legal advice and representation to all government departments and agencies

- all civil proceedings by or against the Crown
- the provision of legal advice and opinions on the development of legislation and regulations
- the form, cataloguing, and publication of regulations
- the promotion of the rights of victims of crime
- the development and implementation of policies and programs for vicitims of crime
- the provision of administrative support to the Nova Scotia Court of Appeal, the Supreme Court of Nova Scotia, the Provincial and Family Courts, and Small Claims and Probate Courts
- the administration of the Maintenance Enforcement Program
- the promotion of the preservation of peace and the prevention of crime
- the promotion of the efficiency of policing services and the improvement of police relationships in communities in the province
- the effective and efficient administration of the firearms control program and the licensing of private investigators and guards
- the coordination of the Framework for Action Against Family Violence, through implementation and evaluation

Strategic Goals

- improve public safety and security
- provide effective dispute resolution mechanisms
- offer a coordinated response to victims of crime
- maintain safe and secure custody of offenders
- ensure the lawful administration of public affairs

Responsibilities

CORRECTIONAL SERVICES DIVISION

Correctional Services is responsible for

- the maintentance of a just, peaceful, and safe society by providing custodial and community-based services for adult and young offenders
- assisting the courts in the remanding and sentencing processes
- providing safe custody, direction, and control for the accused or convicted offender
- encouraging the offenders' participation, whether in the community or in a correctional facility, in programs to aid in a successful reintegration into the community

LEGAL SERVICES DIVISION

The Legal Services Division is the Crown's law office responsible for the provision, quality, reliability and usefulness of all legal services, except for prosecutions, to the Government of Nova Scotia.

Using our expertise in a broad range of areas, together with our corporate memory, we help our clients avoid problems and respond to those that cannot be avoided.

We are organized into five groups of lawyers and support staff, plus the Registry of Regulations. Three of the practice groups provide solicitor services and two provide litigation services.

Solicitor Services Section

The Solicitor Services section provides legal advice and representation to all government departments and agencies. They give legal opinions, draft legal documents, and interpret legal texts.

Bringing Solicitor Services in on a matter as early as possible can help the government avoid potential legal complications further down the road.

Civil Litigation Section

The Litigation section represents the Crown in all Civil proceedings involving any element of government before courts, boards and tribunals, aribtrators, adjudicators and mediators, and give advice pertaining to judicial and quasi-judicial proceedings.

Their negotiating and litigation skills allow them to assist the government in achieving the desired and appropriate results.

Registry of Regulations

The Registry of Regulations files, consolidates and publishes Nova Scotia regulations (in hard copy and online).

They are responsible for the publication of the Royal Gazette Part I and Part II.

They review all draft regulations to ensure the regulations meet the required plain language standards, and to ensure that the regulations are consistent in form, style and content with current legislation and regulations.

COURT SERVICES DIVISION

Court Services is responsible for

- providing administrative support to the Nova Scotia Court of Appeal, the Supreme Court of Nova Scotia, the Supreme Court (Family Division), the Provincial Court, the Family Court, and Small Claims Courts. In addition, Maintenance Enforcement, Sheriffs and Registries of Probate are the responsibility of this division.

POLICING AND VICTIM SERVICES DIVISION

The Policing and Victim Services Division is responsible for

- setting policing standards and ensuring that policing services are delivered efficiently and effectively
- providing regular audits for municipal police departments to ensure that improved policing standards are being met
- coordinating police training for municipal police departments
- providing routine consultation on police and public safety issues to police agencies, boards, commissions, municipal councils, and other police professionals
- managing contracts for the Royal Canadian Mounted Police and First Nations Policing
- licensing companies and individuals engaged in the private security/private investigation industries
- issuing Firearms Acquisition Certificates and inspecting premises approved to sell firearms
- promoting the rights of victims of crime and providing an avenue to address their needs
- providing information and services to victims of crime and to raise community awareness on victims' issues
- working within government, the criminal justice system, and the community to develop and implement policies and programs for victims of crime.

INFORMATION MANAGEMENT DIVISION

The Information Management Division is responsible for

- managing the department's information management resources including the library and central registry
- coordinating the departmental strategic planning process
- enhancing the departmental research partnership with the academic community
- establishing the departmental policy-making process

- implementing the departmental program evaluation strategy
- providing statistical and research information regarding the justice system
- providing information technology support to the department

Freedom of Information and Protection of Privacy (FOIPOP)

This office is responsible for

- ensuring the consistent application of the act through government departments
- providing training, education, and information for Nova Scotia government FOIPOP administrators
- developing statistical reports and summaries of the usage of the act province-wide
- processing FOIPOP applications for the Department of Justice

The *Freedom of Information and Protection of Privacy Act* provides access to most records under the control of the provincial government while protecting the privacy of individuals who do not want their personal information made public. The act strives for balance between the public's right to know and an individual's right to privacy.

CORPORATE SERVICES UNIT

This unit consists of three divisions: Financial Management, Human Resources, and Management Information Systems.

Financial Management

This section provides services related to budget management and control, revenue and financial service, and support for strategic planning. This section is also responsible for inventory management and control and facilities management.

Human Resources

This section is responsible for providing human resources planning, recruitment and selection, human resource development and training, counselling, attendance management, labour relations, occupational health and safety, compensation and salary administration, and personnel and payroll records.

Management Information Systems

This section provides information technology support for the department. Automation initiatives, systems, and projects are developed and implemented by MIS.

COMMUNICATIONS DIVISION

This section is responsible for

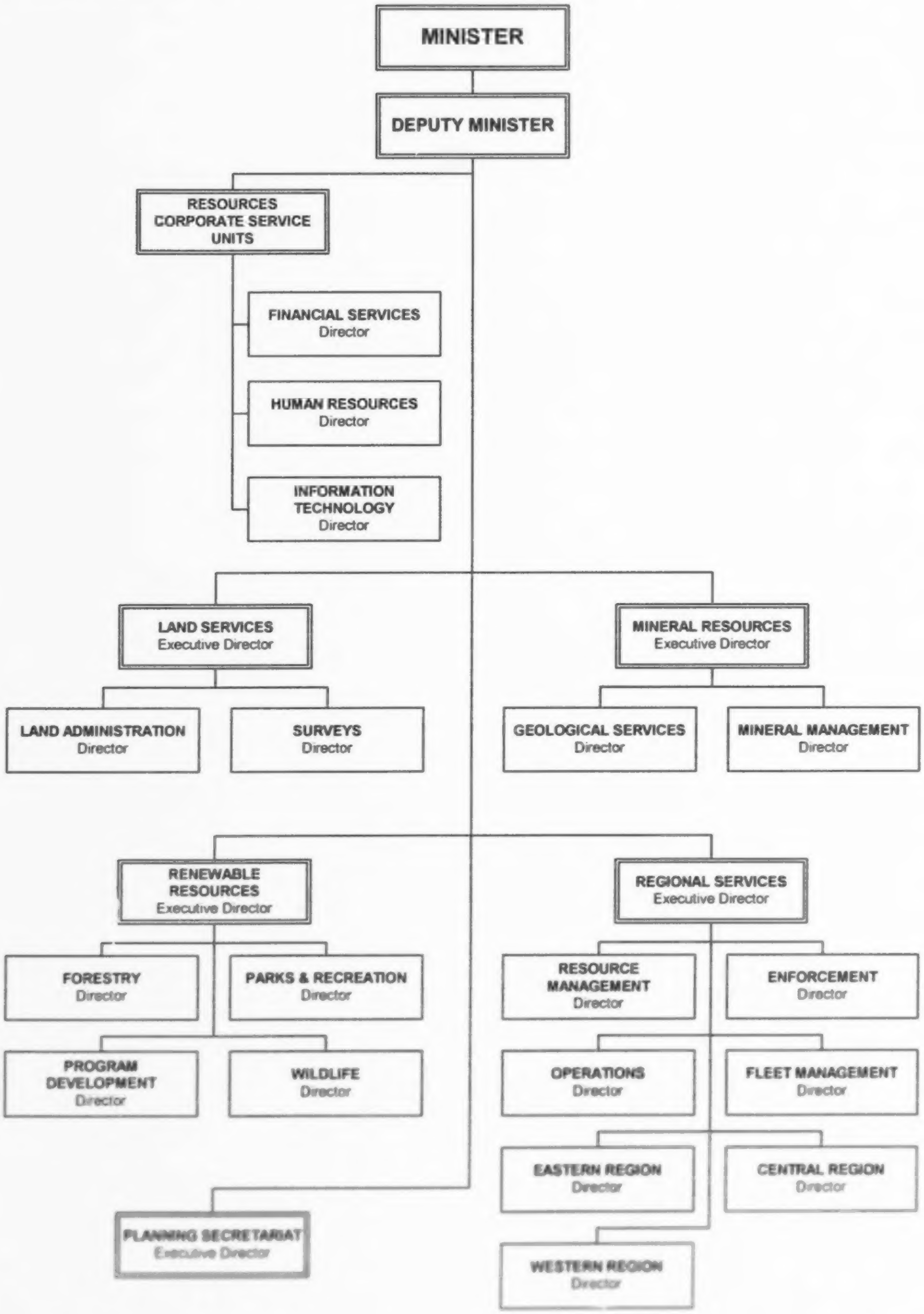
- designing and implementing communication plans
- providing strategic communications advice to senior management and the Minister of Justice
- preparing news releases, speeches, and briefing materials for legislative sittings and for media
- handling media relations
- maintaining the departmental website

Acts Administered

- *Alternative Penalty Act*
- *Chartered Accountants of Nova Scotia Act*
- *Corrections Act*
- *Costs and Fees Act*
- *Court and Administrative Reform Act*
- *Court Houses and Lockup Houses Act*
- *Divorce Act* (Canada)
- *Engineering Profession Act*
- *Family Court Act*
- *Family Orders Information Release Act*
- *Flea Markets Regulation Act*
- *Freedom of Information and Protection of Privacy Act*
- *Interprovincial Subpoena Act*
- *Intestate Succession Act*
- *Judicature Act*
- *Juries Act*
- *Justices of the Peace Act*
- *Legal Aid Act*
- *Maintenance and Custody Act*
- *Maintenance Enforcement Act*
- *Maintenance Orders Enforcement Act*
- *Members and Public Employees Disclosure Act*
- *Motor Carrier Act*
- *Police Act*
- *Police Services Act*

- *Prisons and Reformatories Act* (Canada)
- *Private Investigators and Private Guards Act*
- *Probate Act*
- *Provincial Court Act*
- *Public Trustee Act*
- *Reciprocal Enforcement of Custody Orders Act*
- *Reciprocal Enforcement of Judgments Act*
- *Regulations Act*
- *Retail Business Uniform Closing Day Act*
- *Small Claims Court Act*
- *Summary Proceedings Act*
- *Victims' Rights and Services Act*
- *Volunteer Services Act*
- *Workers' Compensation Act* (regulations respecting Appeals Tribunal only)
- *Young Offenders Act*
- *Young Persons Summary Proceedings Act*

Department of Natural Resources


MINISTER
DEPUTY MINISTER
RESOURCES CORPORATE SERVICE UNITS
FINANCIAL SERVICES Director
HUMAN RESOURCES Director
INFORMATION TECHNOLOGY Director
LAND SERVICES Executive Director
MINERAL RESOURCES Executive Director
LAND ADMINISTRATION Director
SURVEYS Director
GEOLOGICAL SERVICES Director
MINERAL MANAGEMENT Director
RENEWABLE RESOURCES Executive Director
REGIONAL SERVICES Executive Director
FORESTRY Director
PARKS & RECREATION Director
PROGRAM DEVELOPMENT Director
WILDLIFE Director
RESOURCE MANAGEMENT Director
ENFORCEMENT Director
OPERATIONS Director
FLEET MANAGEMENT Director
EASTERN REGION Director
CENTRAL REGION Director
PLANNING SECRETARIAT Executive Director
WESTERN REGION Director

Responsibilities

The Department of Natural Resources has broad responsibilities for the development, management, conservation, and protection of forest, mineral, parks, and wildlife resources and the administration of the province's Crown land. Nova Scotians look to Natural Resources for leadership on policy, programs, and services in these sectors. The resources of the department are organized into four branches and a Planning Secretariat, as well as hosting the Resources Corporate Services Unit.

RENEWABLE RESOURCES BRANCH

The Renewable Resources Branch is responsible for the integrated development, management, and conservation of the province's forests, parks, and wildlife resources. To meet these responsibilities it provides coordination and leadership on policy, planning, and program development including industry development and resource promotion, marketing, resource inventories and research, and the preparation of strategies and plans. The branch comprises the following divisions:

- Forestry Division
- Parks and Recreation Division
- Program Development Division
- Wildlife Division

MINERAL RESOURCES BRANCH

The Mineral Resources Branch is responsible for implementing policies and programs dealing with the exploration, development, management, and efficient use of mineral resources. The branch promotes scientific understanding of the geology of Nova Scotia for use by government, industry, and the public and provides a mineral rights tenure system that establishes legal rights to minerals for exploration and development. The branch also promotes the concepts of environmental responsibility and sustainable development, stewardship of the minerals resource sector, and integrated resource planning. The branch consists of two divisions:

- Geological Services Division
- Mineral Management Division

REGIONAL SERVICES BRANCH

The Regional Services Branch delivers department programs and services through an extensive network of field offices. These programs and services include forest management programs, Crown land surveys, regional geological services, extension and education, hunter safety, forest fire prevention, detection, and suppression, monitoring of forest insects and diseases, operation and maintenance of Provincial Parks, and resource conservation enforcement. The branch is responsible for departmental vehicle fleet maintenance, and the air fleet. Enforcement services are also provided to several other provincial government departments. In addition, the branch provides general field services for the Department of Environment and Labour's protected areas program. The branch comprises the following divisions:

- Resource Management Division
- Enforcement Division
- Operations Division
- Fleet Management Division
- Eastern Region
- Central Region
- Western Region

LAND SERVICES BRANCH

The land mass of the Province of Nova Scotia comprises approximately 12 million acres of which 3.5 million acres are administered and controlled by the Department of Natural Resources as provincial Crown land. In addition, the department administers inland submerged lands and submerged lands along the province's 9000 kilometres of coastline. The Land Services Branch administers approximately 20 statues and provides service, advice, and leadership on all land-related matters concerning the department, as well as providing advice and service to other departments.

The branch consists of the following divisions:

- Land Administration Division
- Surveys Division

PLANNING SECRETARIAT

The secretariat provides planning and policy coordination support to the Deputy Minister and the department by ensuring that policies and plans developed within and across the department are coordinated, support the integrated management of our natural resources, and are compatible with and support the strategic direction of government. The Planning Secretariat also provides administrative, planning, research, information management, information distribution, graphics, mapping, and communication services.

RESOURCES CORPORATE SERVICES UNIT

Corporate Services Units (CSU) were created in March 1996. The Resources Corporate Services Units (RCSU) provide financial, human resources, and information technology-related services to the Department of Natural Resources, as well as to the Department of Agriculture and Fisheries, the Department of Environment and Labour, the Department of Energy, the Utility and Review Board, the Nova Scotia Securities Commission, and the Emergency Measures Organization. Information Technology-related services are also provided to the Department of Finance, the Public Service Commission, Communications Nova Scotia, and a number of other offices and agencies including: Protocol Office, Executive Council, Premier's Office, Treasury and Policy Board, Office of the Speaker, Legislative Library, Caucus Offices, Office of the Ombudsman, Aboriginal Affairs, Intergovernmental Affairs, Lieutenant Governor, Hansard Reporting Services, Office of the Auditor General, Legislative Counsel, Legislative Television, Legislative Committee's Office, and the Elections Office.

Acts Administered

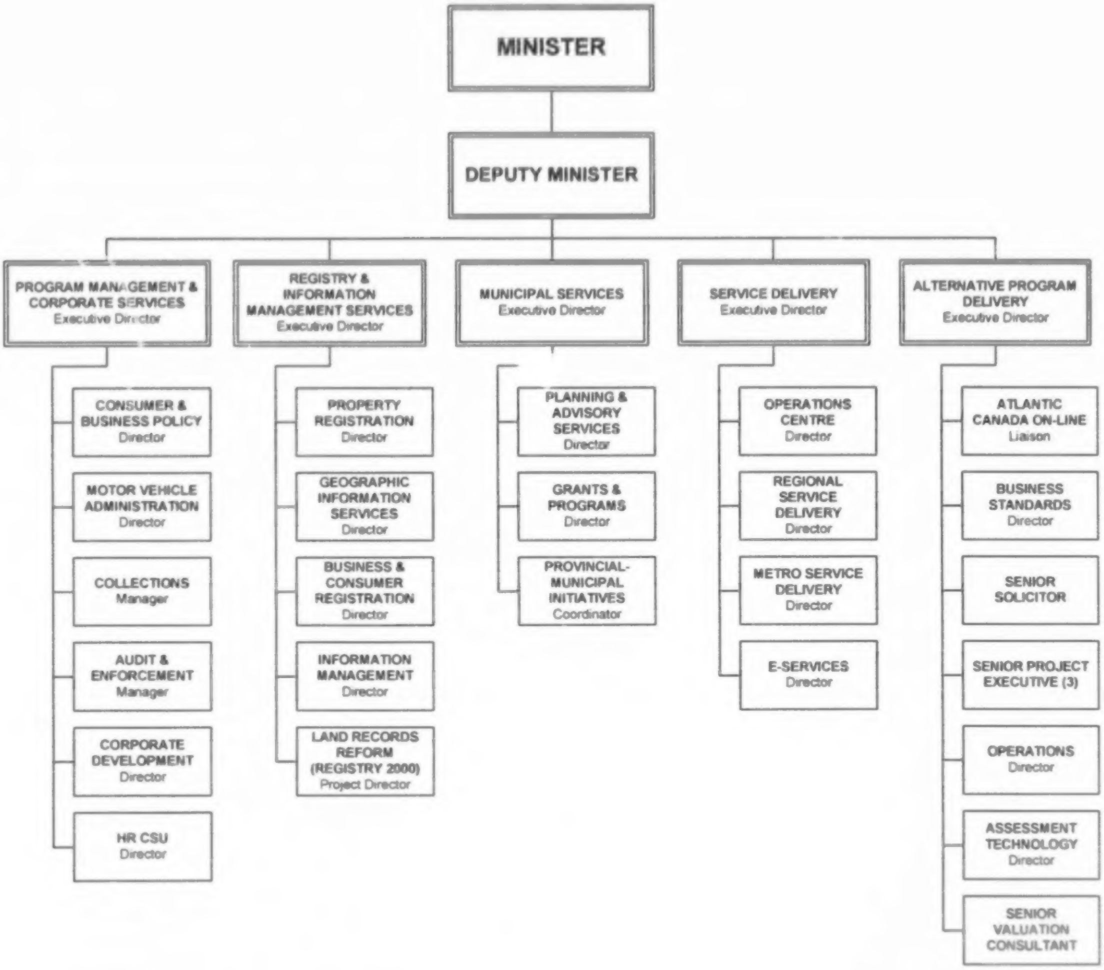
- An Act to Confer Certain Powers Upon the Lieutenant Governor in Council and to Amend the *Mines Act*
- *Beaches Act*
- *Beaches and Foreshores Act*
- *Blueberry Associations Act*
- *Bowaters Mersey Agreement Act*
- *Conservation Easements Act*
- *Crown Lands Act*
- *Endangered Species Act*
- *Forest Enhancement Act*
- *Forests Act*
- *Gypsum Mining Income Tax Act*
- *Halifax Power and Pulp Company Limited Agreement Act*
- *Indian Lands Act*
- *Kedgemakooge National Park Act*
- *Land Holdings Disclosure Act*
- *Land Surveyors Act*
- *Land Titles Clarification Act*
- *Mineral Resources Act*
- *Parks Development Act*
- *Primary Forest Products Marketing Act*
- *Provincial Parks Act*

- *Scalers Act*
- *Scott Maritimes Limited Agreement (1965) Act*
- *Special Places Protection Act* (DNR has responsibility for ecological sites only–the act is in the process of being transferred to DEL)
- *Stora Forest Industries Limited Agreement Act*
- *Trails Act*
- *Treasure Trove Act*
- *Wildlife Act*

OTHER ACTS

- *Angling Act*
- *Private Ways Act*
- *Woodsmen's Lien Act*

Department of Service Nova Scotia and Municipal Relations


MINISTER
DEPUTY MINISTER
PROGRAM MANAGEMENT & CORPORATE SERVICES Executive Director
REGISTRY & INFORMATION MANAGEMENT SERVICES Executive Director
MUNICIPAL SERVICES Executive Director
SERVICE DELIVERY Executive Director
ALTERNATIVE PROGRAM DELIVERY Executive Director
CONSUMER & BUSINESS POLICY Director
MOTOR VEHICLE ADMINISTRATION Director
COLLECTIONS Manager
AUDIT & ENFORCEMENT Manager
CORPORATE DEVELOPMENT Director
HR CSU Director
PROPERTY REGISTRATION Director
GEOGRAPHIC INFORMATION SERVICES Director
BUSINESS & CONSUMER REGISTRATION Director
INFORMATION MANAGEMENT Director
LAND RECORDS REFORM (REGISTRY 2000) Project Director
PLANNING & ADVISORY SERVICES Director
GRANTS & PROGRAMS Director
PROVINCIAL-MUNICIPAL INITIATIVES Coordinator
OPERATIONS CENTRE Director
REGIONAL SERVICE DELIVERY Director
METRO SERVICE DELIVERY Director
E-SERVICES Director
ATLANTIC CANADA ON-LINE Liaison
BUSINESS STANDARDS Director
SENIOR SOLICITOR
SENIOR PROJECT EXECUTIVE (3)
OPERATIONS Director
ASSESSMENT TECHNOLOGY Director
SENIOR VALUATION CONSULTANT

Responsibilities

Service Nova Scotia and Municipal Relations consists of five divisions with key program responsibilities for Registry of Motor Vehicles; Consumer Services; Information Services; Business Licensing (Nova Scotia Business Registry); Registry of Joint Stocks; Registry of Deeds; Taxation and Revenue; Vital Statistics; Assessment Services; Geographic Information Services; and Municipal Services.

PROGRAM MANAGEMENT AND CORPORATE SERVICES

Responsible for most of the programs offered by the department. This includes strategic direction for the program, program development, enforcement and public awareness, as well as the related legislation, regulations and policies necessary for each program. The division is also accountable for business planning, quality assurance, administration, central agency liaison and human resource support.

REGISTRY AND INFORMATION MANAGEMENT SERVICES

Leads the development of the province's information infrastructure, including core databases, policies and standards, and systems; collects, processes, and provides public access to records relating to land, companies, and individuals; and manages the province's primary geographic information database.

MUNICIPAL SERVICES

Provides advice to government regarding local government–related matters.

Manages relationships with and provides support to municipal units by acting as their window into government, providing advice and assistance with administration, financial management, building safety, land-use planning and partnerships, and by administering operating and capital grant programs.

SERVICE DELIVERY

Manages the customer access to departmental services through all channels, including in-person, phone, Internet, and mail.

ALTERNATIVE PROGRAM DELIVERY

Responsible for developing innovative partnerships within the provincial government to deliver services on behalf of government.

It also includes Assessment Services, which prepares assessments for municipalities as well as files and defends the assessment across the province.

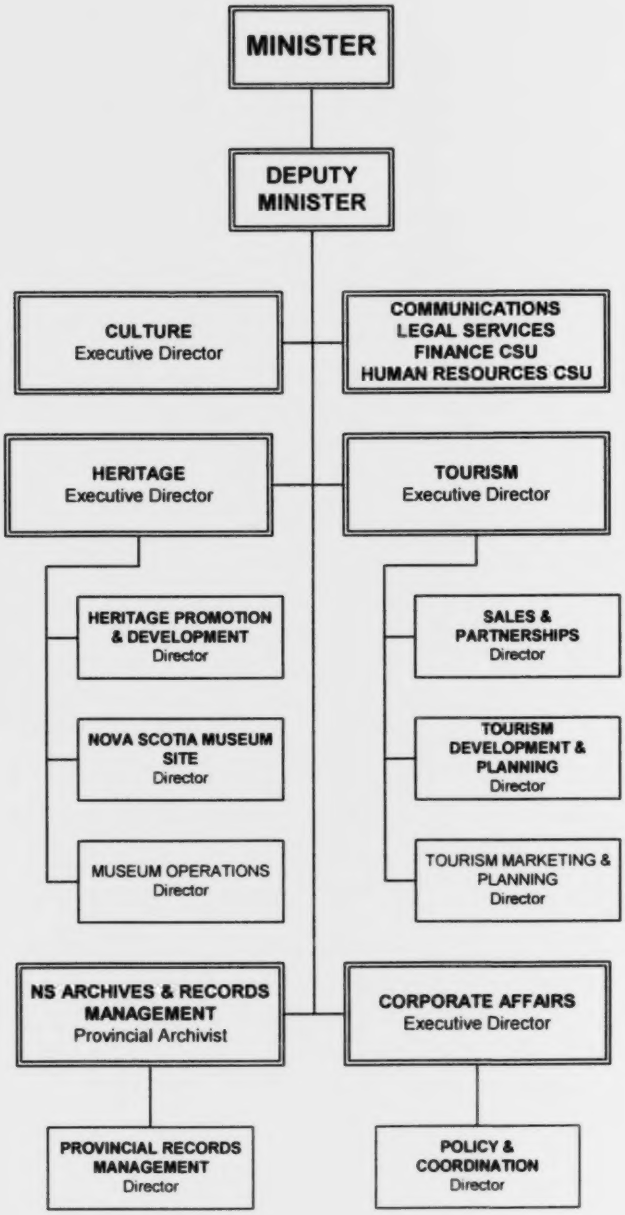
Acts Administered

- *Assessment Act*
- Part X of the *Bankruptcy and Insolvency Act* (Canada)
- *Business Electronic Filing Act*
- *Cemetery and Funeral Services Act*
- *Change of Name Act*
- *Collection Agencies Act*

- *Communications and Information Act*, Section 5 (c) and (d)
- *Companies Act*
- *Condominium Act*
- *Consumer Creditors' Conduct Act*
- *Consumer Protection Act*
- *Consumer Reporting Act*
- *Consumer Services Act*
- *Cooperative Associations Act*
- *Corporations Registration Act*
- *Direct Sellers' Regulation Act*
- *Embalmers and Funeral Directors Act*
- *Land Registration Act*
- *Limited Partnerships Act*
- *Lobbyists Registration Act*
- *Marketable Titles Act*
- *Mortgage Brokers' and Lenders' Registration Act*
- *Motor Vehicle Act* in so far as it relates to the Registrar of Motor Vehicles and the Registry of Motor Vehicles
- *Municipal Conflict of Interest Act*
- *Municipal Elections Act*
- *Municipal Finance Corporation Act*
- *Municipal Fiscal Year Act*
- *Municipal Government Act*
- *Municipal Grants Act*
- *Municipal Housing Corporations Act*
- *Municipal Loan and Building Fund Act*
- *Off-highway Vehicles Act* in so far as it relates to the Registrar of Motor Vehicles and the Registry of Motor Vehicles
- *Partnerships and Business Names Registration Act*
- *Personal Property Security Act*
- *Private Investment Holding Companies Act*
- *Real Estate Trading Act*
- *Registry Act*
- *Rental Property Conversion Act*
- *Rent Review Act*
- *Residential Tenancies Act*

- Part IV of the *Revenue Act* for administrative purposes
- *Rural Fire District Act*
- *Sales Tax Act* for administrative purposes
- *Societies Act*
- *Solemnization of Marriage Act*
- *Vital Statistics Act*

Department of Tourism, Culture and Heritage


MINISTER
DEPUTY MINISTER
CULTURE Executive Director
COMMUNICATIONS
LEGAL SERVICES
FINANCE CSU
HUMAN RESOURCES CSU
HERITAGE Executive Director
TOURISM Executive Director
HERITAGE PROMOTION & DEVELOPMENT Director
NOVA SCOTIA MUSEUM SITE Director
MUSEUM OPERATIONS Director
SALES & PARTNERSHIPS Director
TOURISM DEVELOPMENT & PLANNING Director
TOURISM MARKETING & PLANNING Director
NS ARCHIVES & RECORDS MANAGEMENT Provincial Archivist
CORPORATE AFFAIRS Executive Director
PROVINCIAL RECORDS MANAGEMENT Director
POLICY & COORDINATION Director

Mission

To champion the development, preservation and promotion of tourism, culture and heritage to stimulate economic growth and provide for stewardship of our natural and cultural heritage for the benefit of all Nova Scotians.

Tourism Division

Tourism Division functions include planning and development, marketing, sales and partnerships, and operations. Overall, the division's annual plans are developed and executed under the auspices of the Tourism Partnership Council. Each year, the Annual Tourism Plan identifies strategic provincial priorities in research, marketing, sales and product development.

The division provides tourism development and planning support, including financial assistance to foster development and enhancement of tourism products; assistance in developing the market-readiness of Nova Scotia's most competitive tourism products, destinations, and attractions; planning and secretarial support to the Peggy's Cove Commission; guidance and counseling to assist entrepreneurs and tourism operators; and tourism policy, including developing and supporting government policy that assists in the growth and competitiveness of Nova Scotia's tourism sector.

On the marketing side, the goal is to market Nova Scotia as an internationally competitive tourism destination for the purpose of generating export revenues. Marketing functions include implementation of major marketing campaigns in core markets, establishing marketing partnerships, and production and dissemination of market research. The division also devotes attention to regional programming through specific advertising and literature programs, as well as marketing themes and point-of-sale displays. Sales is also a critical function, which fosters promotion of Nova Scotia's brand through work with the travel trade and travel media.

Tourism operations include the inspection and licensing of all fixed-roof accommodation and campground properties and support of the Canada Select accommodation rating program. The division also implements service excellence training and programs such as the Fair and Friendly Currency Exchange, provides toll-free information and reservation service to people interested in Nova Scotia as a vacation destination through the Check-In service, and manages Nova Scotia's official tourism website www.NovaScotia.com.

In addition to these core functions, the division is responsible for managing a variety of provincially owned crown assets including three provincial Signature Resorts, the

Bluenose II, eleven Visitor Information Centres, the Tourism Literature Distribution Centre, and Upper Clements Park.

Culture Division

The Culture Division provides investment support and expertise to Nova Scotia's culture sector, which is fast growing with significant potential to diversify our economy and stimulate job creation. The division supports professional artists using peer assessment processes. It works with partners to strengthen community cultural skills and knowledge, heighten the quality and diversity of activities and increase access to cultural resources and activities. The division provides annual operating assistance to cultural organizations and facilities throughout the province. The division also makes strategic investments in export focused cultural industries of national and international profile.

A Nova Scotia Arts and Culture Partnership Council provides strategic planning advice on new directions and priorities to the department with the common goal of continued growth in the culture sector.

Heritage Division

The Heritage Division is responsible for operating the Nova Scotia Museum family of 27 museums. In addition, it provides a wide range of heritage services, including carrying out and sponsoring new research on Nova Scotia's heritage, and creating a variety of products such as exhibits, publications, web sites, museum kits and educational programs that interpret our rich natural and cultural heritage. Through various acts, the division is mandated to ensure the stewardship and protection of significant archaeological, historical and palaeontological sites and remains, including those underwater. The division supports the market-readiness of museums, and the development of heritage areas and initiatives, such as trails and events, that provide authentic experiences for visitors, thereby strengthening Nova Scotia's tourism mix, and encouraging an economic atmosphere that allows Nova Scotians to work and learn in their own communities.

Corporate Affairs

The Corporate Affairs Division provides corporate and department-wide policy support to the Deputy Minister and department to ensure policy development is coordinated and consistent with government priorities. The division also provides administrative, planning, program evaluation, information management, support for *Freedom of Information and Protection of Privacy* and *Occupational Health and Safety* legislation and overall coordination support to the department.

Archives and Records Management

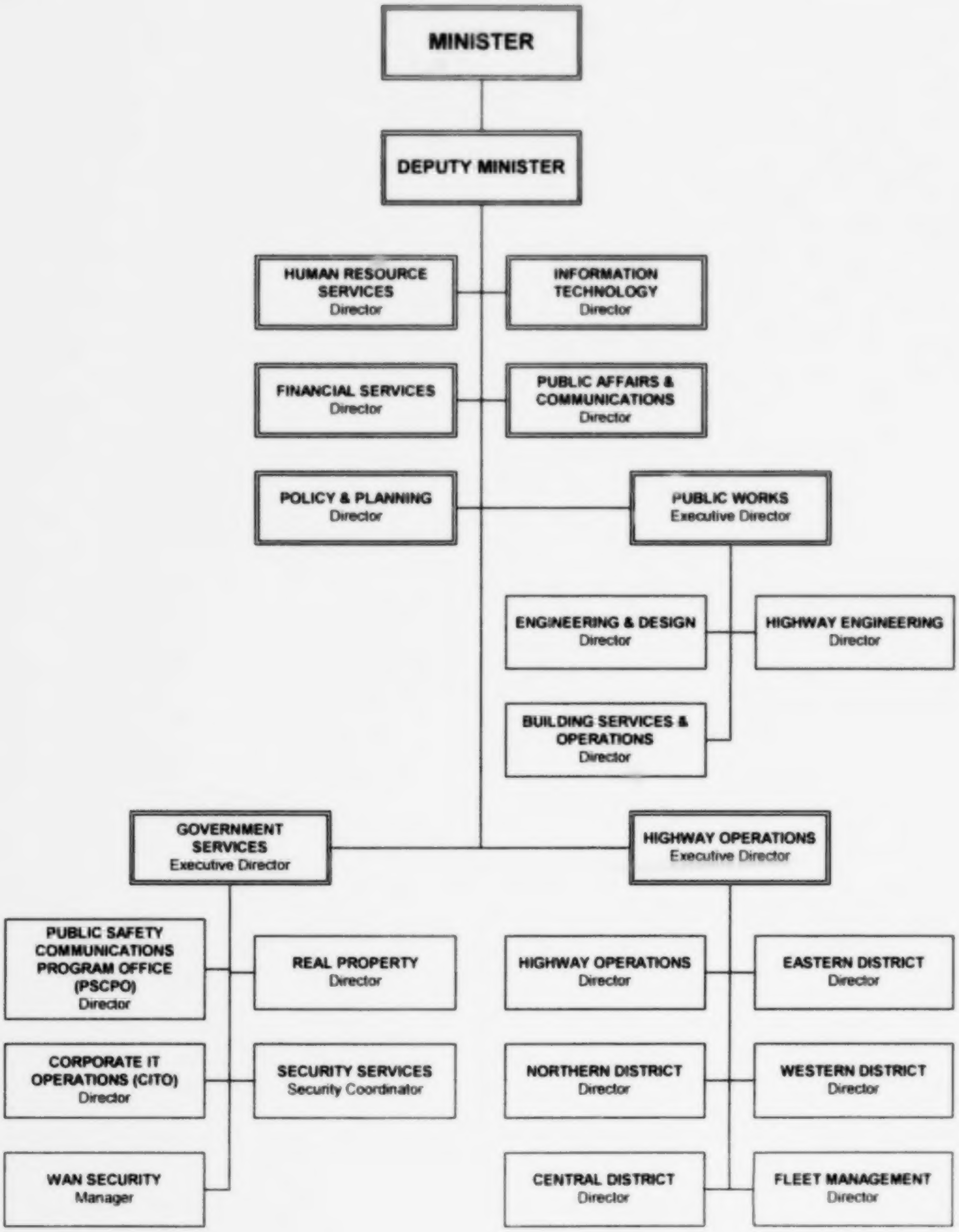
Integrated functions include records management, archival holdings management, and public services. Nova Scotia Archives and Records Management acquires and preserves government and private-sector records of provincial significance and scope, and facilitates public access to those records onsite and online for research and life long learning. It also develops policies, standards, procedures, and services for effective records management in government and is the permanent repository of the records of public bodies. In addition, it encourages and assists the professionalization of archival and records management activities within the public and private sectors.

Acts Administered

Arts Council Act
Art Gallery of Nova Scotia Act
*Boxing Authority Act**
Cemeteries Protection Act
Cultural Foundation Act
Gaelic College Foundation Act
Government Records Act
Heritage Property Act
Multiculturalism Act
Nova Scotia Museum Act
Nova Scotia Tartan Act
*Order of Nova Scotia Act**
Peggy's Cove Commission Act
Public Archives Act
Schooner Bluenose Foundation Act
Sherbrooke Restoration Commission Act
Special Places Protection Act
Tourist Accommodations Act

*responsibility of the Minister, not the Department of Tourism, Culture and Heritage.

Department of Transportation and Public Works


MINISTER
DEPUTY MINISTER
HUMAN RESOURCE SERVICES Director
INFORMATION TECHNOLOGY Director
FINANCIAL SERVICES Director
PUBLIC AFFAIRS & COMMUNICATIONS Director
POLICY & PLANNING Director
PUBLIC WORKS Executive Director
ENGINEERING & DESIGN Director
HIGHWAY ENGINEERING Director
BUILDING SERVICES & OPERATIONS Director
GOVERNMENT SERVICES Executive Director
HIGHWAY OPERATIONS Executive Director
PUBLIC SAFETY COMMUNICATIONS PROGRAM OFFICE (PSCPO) Director
REAL PROPERTY Director
CORPORATE IT OPERATIONS (CITO) Director
SECURITY SERVICES Security Coordinator
WAN SECURITY Manager
HIGHWAY OPERATIONS Director
EASTERN DISTRICT Director
NORTHERN DISTRICT Director
WESTERN DISTRICT Director
CENTRAL DISTRICT Director
FLEET MANAGEMENT Director

Responsibilities

The Department of Transportation and Public Works provides a transportation network to ensure the safe and efficient movement of people and goods. The department also serves the building, property, and accommodation needs of government departments and agencies and employs professional, dedicated staff to provide top-level customer service.

HUMAN RESOURCES

Human Resources strive to maintain the department's values by supporting a motivated and productive workforce, supporting leadership of departmental business opportunities, meeting legislative requirements, and providing a safe and healthy work place.

INFORMATION TECHNOLOGY

The Information Technology (IT) section supports staff as they operationalize the department's mandate through the use of computer hardware, software, networks, and information technology knowledge.

FINANCIAL SERVICES DIVISION

The Financial Services Division provides Transportation and Public Works with accounting services and financial coordination. They are also responsible for implementing the annual budget, for risk management and insurance, for implementation of the Operation and Financial Management Information System (OFMIS), and for the department's records management system.

PUBLIC AFFAIRS AND COMMUNICATIONS

Public Affairs and Communications promotes the value of Transportation and Public Works activities and programs for the people of Nova Scotia. Responsibilities include producing newsletters, briefing notes, news releases, and advertising and responding to media enquiries.

POLICY AND PLANNING

Policy and Planning develops policies related to department services and provides corporate leadership on strategic planning and input into government initiatives. It assesses provincial needs and opportunities for all major modes of transportation and recommends the appropriate measures for government to take in support of these links. This section also provides departmental library services.

PUBLIC WORKS

The mandate of Public Works is to provide technical expertise and services required by the department's highway, building, and property activities, as well as to support other public-sector requirements through the following sections:

Highway Engineering

Highway Engineering is responsible for providing specialized delivery of highway planning, geometric and structural design, traffic engineering, capital program management, and asset management business functions.

Engineering and Design

Engineering and Design provides engineering, architectural, environmental, and technical services and project management services for projects that are related to maintaining and constructing highway and building infrastructure. Many of the services required are procured through contracts with the private sector.

Building Services and Operations

Building Services and Operations oversees the management, operations, maintenance, and renovation of government buildings, infrastructure, water utilities, and properties, as well as the provision of trade and contract services in both leased and owned premises.

GOVERNMENT SERVICES

Government Services' mandate is to provide general support services required by government departments and agencies in a client-focused, cost-effective manner through the following sections:

Real Property Services

Real Property Services is responsible for providing a variety of real estate services to other government departments and agencies. These services are included in the Accommodations, Acquisition and Disposal, Inventory Control, and Industrial Parks and Malls divisions. Also provided are postal and supply services for all government departments, agencies, boards, and commissions through the Stationery Stockroom and Postal Services.

Corporate IT Services

Corporate IT Operations provides cost-effective, economical, reliable, and value-added technological infrastructure services in response to the business needs of government.

Public Safety Communications Program Office (PSCPO)

The Program Office (TMRS) is responsible for the management of mobile radio field communications services to several provincial departments and agencies, the RCMP, the Emergency Measures Organization, and over 10,000 volunteer emergency service providers. The office provides core services such as asset management and lease administration, financial administration, volunteer sector coordination, technical due diligence, user group coordination, radio spectrum management and licensing, and special projects management for users of two different mobile radio networks serving approximately 14,000 public safety and public works users.

Security Services

Security Services provides a full range of investigative and security support services for government property and related employees.

WAN Security

The WAN Security Manager is responsible for the management and prevention of security problems on the government's wide area network and its related systems.

HIGHWAY OPERATIONS

Highway Operations is responsible for construction and maintenance of all provincial highways. All general highway, bridge maintenance, and fleet management services are administered through our four district offices: Central (Bedford), Northern (Truro), Eastern (Sydney), and Western (Bridgewater), and the Miller Lake Facility.

Acts Administered

- *Bell Museum Act*
- *Canso Causeway Act*
- *Dangerous Goods Transportation Act*
- *Ferries Act*
  - Ferriage Charges Regulations
- *Highway 104 Western Alignment Act*
  - Highway 104 Western Alignment Regulations
- *Highway Workers Collective Bargaining Act*
- *Public Highways Act*
  - Advertising Signs Regulations
  - Parkway Development Standards Regulations
  - Spring Weight Restrictions Regulations

- *Public Service Act*
- *Railways Act* and Regulations
- *Surplus Crown Property Disposal Act*
  - Surplus Crown Property Disposal Committee Regulations
- *Unsightly Premises Act*

ACTS ADMINISTERED (SHARED RESPONSIBILITY)

- *Motor Vehicle Act* (Service Nova Scotia and Municipal Relations)
  - Parking Meter Regulations:
    - Digby, Town of
    - Lunenburg, Town of
    - Truro, Town of
  - Parking Regulations for Bedford By-Pass and Highway 101
  - Parking Regulations for the Town of Shelburne
  - Winter Parking Regulations
  - Traffic Signs Regulations
  - Weights and Loads of Commercial Vehicles Regulations
- *Off-highway Vehicles Act* (Service Nova Scotia and Municipal Relations)

ACTS ASSOCIATED BUT NOT ASSIGNED TO TPW

- *Architects Act*
- *Building Access Act*
- *Engineering Profession Act*
- *Mechanics' Lien Act*

Chapter 3: Submissions to Executive Council

Table of Contents

Chapter 3: Submissions to Executive Council

3.1 Introduction 3-1
3.2 Developing and Submitting Your Proposal 3-9
3.3 Report and Recommendation to the Executive Council 3-13
3.4 Memorandum to Executive Council 3-21
3.5 Receipt of Proposals by Executive Council Office and Review by the TPB Office 3-23
3.6 Decisions of Executive Council 3-27
3.7 Instructions and Forms 3-29
3.8 Glossary of Terms 3-31

3.1 Introduction

Purpose of the Procedures Guide

This guide explains the process for preparing and submitting proposals to Executive Council and Treasury and Policy Board including how proposals are to be prepared, whether to use a Report and Recommendation to Executive Council (R&R) or a Memorandum to Executive Council, requirements for supporting documents, the submission process, timelines, central agency review, and the decision process.

Decision-making Powers of the Executive Branch of Government

The Executive Branch of government is generally referred to as the "government."[1] Technically, the word government means the Lieutenant Governor, acting by and with the advice of the Executive Council, correctly referred to as the Governor in Council. The Executive Council exercises the formal executive powers of the Crown. Its formal actions are those of the Governor in Council (the Executive Council acting with the advice and consent of the Lieutenant Governor) and its recorded decisions are Orders in Council (an Order of the Lieutenant Governor acting by and with the advice of the Executive Council).

Executive Council, also known as Cabinet, may do only those things that are permitted by the House of Assembly[2] through legislation and, to a much lesser extent, those things that are permitted by way of prerogative power, such as making appointments. Executive Council makes key policy decisions, including:

- proposals for spending, taxing, and borrowing
- directing the administration and delivery of government programs
- proposing new legislation or amendments to existing legislation

These decisions, however, are subject to debate and vote by the Legislative Assembly. Subject to law, the Executive Council is free to organize the activities of the government in the manner best suited to attain its objectives, bearing in mind that the resulting actions should not run contrary to the general wishes of the electorate.

---

[1] For more information on the *Organization and Responsibilities of the Nova Scotia Government*, see #100 Management Guide, Chapter 2.

[2] For information on how the House of Legislative Assembly operates, see *The Nova Scotia Legislature: An Overview of Its Practices and Procedures*, December 2001. Information respecting the House of Assembly is available on the website at <www.gov.ns.ca/legislature>.

EXECUTIVE COUNCIL PROTOCOL

Executive Council, comprised of the Premier and ministers, is the decision-making authority of the Executive Branch of the Government of Nova Scotia. Executive Council is usually chaired by the Premier.

Executive Council and TPB discussions are confidential. The chair has several options in dealing with an agenda item—declare it "approved," "approved with conditions," "stood for the next meeting," "referred to an Executive Council committee," or "withdrawn."

Key support staff are present at Executive Council meetings. At present, these normally include the Secretary to the Executive Council, the Clerk of the Executive Council, the Deputy Minister to the Premier, the Premier's Chief of Staff, and the Premier's Director of Communications. As well, senior departmental officials are sometimes invited to give presentations to Executive Council. While support staff may answer questions, they are not involved in the discussions or final decisions.

The decision-making process does not formally involve government backbench members. However, the Premier may ask that caucus members be consulted on appropriate matters before Executive Council makes a decision. Caucus is usually briefed on government decisions, and caucus members may take part in Executive Council committees.

COMMITTEES OF EXECUTIVE COUNCIL

Treasury and Policy Board (TPB), Legislative and Regulatory Review Committee, Economic Growth Committee, the Social Policy Committee and the Labour Relations Committee, are committees of Executive Council. The Premier has discretion to establish issues committees as needed.

Treasury and Policy Board

Treasury and Policy Board is a committee of the Executive Council charged with establishing plans and policies for the operation of the government of the Province and ensuring that they are implemented in a co-ordinated and fiscally responsible manner.

The Treasury and Policy Board is composed of the Chair (appointed by the Premier) and not fewer than four other members of the Executive Council as designated by the Governor in Council.

According the Section 10 (2) of the *Public Service Act*, the Treasury and Policy Board shall act as a committee of the Executive Council on all matters relating to:

- development and implementation of plans and strategies for the effective administration and operation of government
- identification and prioritization of policy issues, selection of policy initiatives, and direction of action on policy issues and initiatives
- review and analysis of business plans of departments, offices, and government agencies and recommendations to the Executive Council on the allocation of financial and other resources to those departments, offices, and agencies
- establishment of values, standards, publicly-published policies, results, and targets for the administration, operation, management, and accountability of government, including areas related to human resources and information technology
- recommendations to the Executive Council on the broad structure and allocation of responsibilities to individual government departments, offices, and agencies, and approval of structures and functions within those departments, offices and agencies
- such other matters as are assigned to Treasury and Policy Board from time to time by the Governor in Council.

According the Section 10 (3) of the *Public Service Act*, the Treasury and Policy Board

a) may examine and report to the Executive Council on all matters related to the financial management, commitment of funds, and expenditure of funds provided by the Province to departments, offices and government agencies

b) may examine, report, and direct on matters relating to the development, recommendation and execution of policies, programs and plans respecting the management of the internal operations of government, including administrative, expenditure, human resource and information technology policies

c) may establish policies, procedures, and processes related to the commitment and expenditure of all monies provided by the Province, whether provided to departments or offices, as a public service vote, or to government agencies

d) may establish reporting requirements to ensure the full reporting and accountability of departments, offices, and government agencies for the allocation of and results obtained by the use of financial, human, information technology, and capital resources

e) may determine the management information systems to be used in the ongoing management and operation of departments, offices, or government agencies

f) may take any action deemed appropriate to ensure the ongoing governance and operation of departments, offices, or government agencies is in compliance with this Act. 2001, c. 4, s. 42.

Legislative & Regulatory Review Committee

The Legislative & Regulatory Review Committee is a standing committee of Executive Council whose primary task is preparing and implementing the government's legislative agenda.

Specifically, the Legislative & Regulatory Review Committee is responsible for reviewing proposed legislation for policy compliance; ensuring a coordinated and comprehensive legislative regime; recommending the legislative agenda to Executive Council, and identifying document needs to support proposed legislation (see Appendix 3-A, How Legislation is Prepared and Enacted). The Committee also reviews and analyzes all proposed significant major regulations or amendments to regulations prior to their submission to the Executive Council for approval and to focus on reducing duplicative and unnecessary regulations.

The Committee reviews formal departmental requests for legislation, and may refer a Request to the assigned TPB analyst for staff assessment and advice before forwarding its recommendation to Cabinet on whether and when the request might go forward to the legislature. If there is a proposal for legislation that is new policy, the Committee may refer the matter to Treasury and Policy Board for analysis and approval before the Legislative & Regulatory Review Committee approves the Request for Legislation.

If the Committee tentatively approves a legislative proposal, the Legislative Counsel Office proceeds to prepare the draft legislation. The draft bill then goes back to the Legislative & Regulatory Review Committee for approval and finally to the Government caucus. Once the Committee determines the list of Government legislative priorities for the legislative session, the list is forwarded to Executive Council for approval. The Legislation Committee then sets the schedule for introduction of Government bills.

The membership of the Legislation Committee shall be comprised of such members of the Executive Council or the Government Caucus as the President of the Executive Council may determine.

The President of the Executive Council shall appoint a member of the Legislative & Regulatory Review Committee to be Chair of the Committee.

The Premier and Deputy Premier are *ex-officio* members of all Committees of the Executive Council.

The Deputy to the Premier, the Secretary to the Executive Council and the Chief of Staff to the Premier are *ex-officio* staff members of all Committees of the Executive Council.

Those members of the Legislative & Regulatory Review Committee who are not Executive Council members shall sign an Oath of Confidentiality.

Economic Growth Committee

The Economic Growth Committee is a committee of the Executive Council . It shall report to the Executive Council and its responsibilities shall be to review all matters as assigned by the Executive Council in regard to economic development, energy, regulatory affairs, skills development, tourism, natural resources, agriculture & fisheries, including the identification and prioritization of policy issues, selection of policy initiatives and the recommendation for action to the Treasury & Policy Board or the Executive Council.

The membership of the Economic Growth Committee shall be comprised of such members of the Executive Council or the Government Caucus as the President of the Executive Council may determine.

The President of the Executive Council shall appoint a member of the Economic Growth Committee to the Chair of the Committee.

The Premier and Deputy Premier are *ex-officio* members of all Committees of the Executive Council.

The Deputy Minister to the Premier, the Secretary to the Executive Council and the Chief of Staff to the Premier are *ex-officio* staff members of all Committees of the Executive Council.

Those members of the Economic Growth Committee who are not Executive Council members shall sign an Oath of Confidentiality.

Social Policy Committee

The Social Policy Committee is a committee of the Executive Council. It shall report to the Executive Council and its responsibilities shall be to review all matters as assigned by the Executive Council in regard to education, health, health promotion, culture, Acadian affairs, African-Nova Scotian affairs and community services, including the identification and prioritization of policy issues, selection of policy initiatives and the recommendation of directions of action on the former to Treasury & Policy Board or Executive Council.

The membership of the Social Policy Committee shall be comprised of such members of the Executive Council or the Government Caucus as the President of the Executive Council may determine.

The Premier and Deputy Premier are *ex-officio* members of all Committees of the Executive Council.

The Deputy Minister to the Premier, the Secretary to the Executive Council and the Chief of Staff to the Premier are *ex-officio* staff members of all Committees of the Executive Council.

The President of the Executive Council shall appoint a member of the Social Policy Committee to be Chair of the Committee.

Those members of the Social Policy Committee who are not Executive Council members shall sign an Oath of Confidentiality.

Labour Relations Committee

The Labour Relations Committee is a committee of the Executive Council. It shall report to the Executive Council and its responsibilities shall be to review all matters as assigned by the Executive Council in regard to timely and proper examination and management of civil service and public service labour relations issues that require approval of the Executive Council.

The membership of the Labour Relations Committee shall be comprised of the Chair of Treasury and Policy Board, who shall be the Chair of the Labour Relations Committee, the Minister responsible for the Public Service Commission, the Minister of Finance and such members of the Executive Council as the President of the Executive Council may determine.

The Premier and Deputy Premier are *ex-officio* members of all Committees of the Executive Council.

The Deputy Minister to the Premier, the Secretary to the Executive Council and the Chief of Staff to the Premier are *ex-officio* staff members of all Committees of the Executive Council.

Those members of the Labour Relations Committee who are not Executive Council members shall sign an Oath of Confidentiality.

Enquiries

Executive Council Operations, Treasury and Policy Board
(902) 424-6614 or (902) 424-5463

3.2 Developing and Submitting Your Proposal

WHO IS INVOLVED IN THE PROCESS

Proposals may emanate from any branch or division within a department.

DEPARTMENTAL POLICY UNIT

Prepare proposals in conjunction with your departmental policy staff. This ensures that submission procedures are properly followed and all policy issues identified.

DEPARTMENTAL COMMUNICATIONS STAFF

Inform the department communications staff of the possibility of moving forward with a proposal to Executive Council or Treasury and Policy Board (TPB) at the earliest possible stage. These early discussions identify important issues and will help to ensure accuracy and timeliness in the preparation of the required communications documentation. The communications plan (Appendix 3-B) must accompany each proposal and must be prepared by the department's communications staff. The department communications staff must also seek final approval of the communications plan from the appropriate Communications Nova Scotia managing director.

DEPARTMENT SOLICITOR

The solicitor reviews proposals for legal implications. The solicitor, working closely with department staff, usually prepares the Report and Recommendation to Executive Council (R&R, Appendix 3-C) under statutory authority and signs the R&R signifying approval as to form and authority.

FINANCE CORPORATE SERVICE UNIT

Prepare proposals that have a financial impact in conjunction with the department's finance Corporate Service Unit (CSU) or senior financial staff to ensure that the financial implications and the source of funding are identified. In the submission (R&R or Memorandum to Executive Council), departments are required to identify whether the funds for the proposal are in the budget, and if the proposal is not specifically covered in the budget, then there must be a statement describing the manner in which the department plans to fund the initiative. All R&Rs and Memoranda to Executive Council (Appendix 3-D) require a signature of the Director of Finance or other senior financial staff and no such documents will be considered by either the Executive Council or TPB without such signoff.

HUMAN RESOURCES CORPORATE SERVICE UNIT

Proposals must be reviewed by your HR Corporate Service Unit consultant to determine HR implications.

INFORMATION TECHNOLOGY CORPORATE SERVICE UNIT

Proposals must be reviewed by your IT Corporate Service Unit consultant to determine IT implications.

WORKING WITH THE DEPARTMENT OF FINANCE

Consult with the Department of Finance on the following issues before forwarding items to Executive Council and TPB:

See Transactions and Interactions Guide, Appendix 3-E.

- ☐ capital items
- ☐ approval for unappropriated financial transactions
- ☐ financial statements
- ☐ new deptartment program spending
- ☐ lease arrangements
- ☐ loan arrangements/guarantees
- ☐ pension/LTD/PSA
- ☐ capital market activities
- ☐ investing activities
- ☐ cash management
- ☐ banking arrangements
- ☐ credit rating agencies
- ☐ analysts and investors
- ☐ tax policy
- ☐ revenue (including user fees)
- ☐ federal-provincial

APPROVAL FOR UNAPPROPRIATED FINANCIAL TRANSACTIONS

Section 59(c) of the *Provincial Finance Act* requires Governor in Council approval to enter into an unappropriated financial obligation. Departments must send the original R&R to the Policy and Planning Division, Department of Finance where the recommendation setting out the terms and conditions of, the reasons for, and the request for an authorization for the financial obligation is presented to the Minister of Finance. A copy of the R&R must be sent simultaneously to the Planning and Operations Manager, Treasury and Policy Board, for scheduling purposes. Upon receipt of such recommendation, the Minister shall forward the recommendation (R&R) to the Govenor in Council with his/her S. 59(c) report. Approval will result in an Order in Council (OIC, Appendix 3-F).

WORKING WITH THE DEPARTMENT OF INTERGOVERNMENTAL AFFAIRS
A member of Executive Council must have Governor in Council approval before entering into an agreement with the Government of Canada or the government of a province or agency thereof. (See *Public Service Act*, s.6.)

This does not apply in those cases where legislation provides the Minister with specific authority to enter into specific agreements, e.g., *Environment Act* s.47(1) respecting authority to enter into agreement for joint environmental assessment processes.

Before submitting a proposal to Executive Council that has intergovernmental implications (federal or other provincial and territorial governments—not municipal or Aboriginal governments), departments must consult with the Department of Intergovernmental Affairs. The outcome of the consultation must be documented in the formal submission (R&R or Memorandum) to Executive Council. If the subject of the document does not affect or involve the relationships, responsibilities, programs, or policies of the federal or other provincial and territorial governments, please indicate. If the subject may have different impacts on different government levels or different governments, please specify what these may be.

A check-list has been developed to assist departments in assessing whether to propose to Executive Council to enter into an agreement with the Government of Canada or the government of a province or agency thereof. This check-list is not Executive Council/TPB required documentation. It is a tool for departments. (See Appendix 3-G).

Enquiries

Executive Council Operations, Treasury and Policy Board
(902) 424-6614 or (902) 424-5463

3.3 Report and Recommendation to the Executive Council

Examples of matters delegated by the Legislature in statutes to the Governor in Council are making regulations and making appointments to agencies, boards, and commissions (ABCs). Such matters are documented and submitted to the Executive Council office by the minister responsible in a Report and Recommendation to the Executive Council, commonly referred to as an R&R (See Appendix 3-C).

An R&R is required to effect an Order in Council (OIC, Appendix 3-F). The R&R should be prepared by the department officials who are familiar with the subject matter and understand the legislation being relied upon for authority to recommend a particular course of action to the Executive Council. Almost always, there must be legislative authority cited in the R&R for the action being recommended; only rarely will there be some precedent for the use of a prerogative power or authority.

The completed R&R must be approved by the department solicitor as to form and legal authority following corporate approval by the department. Any additional legal schedules and any other legal forms should also be drafted by the solicitor with support of department staff.

Report and Recommendation Requesting Regulations

The Registrar of Regulations will sign the R&R approving the regulations if they are in the form required by the registrar (to ensure consistent drafting form for regulations.)

The registrar returns the regulations to the department. The solicitor, on behalf of the Minister of Justice, will sign the R&R to approve the form and to approve statutory authority being relied upon in requesting the Executive Council and the Governor in Council to act.

The deputy head will initial the R&R next to his or her name on the first page of the document, signifying deputy head approval for the proposal to move forward to the minister responsible.

The minister will sign and date the R&R in the spaces provided on the last page of the R&R. Supporting documentation must be prepared and attached to the R&R. At this point the R&R is ready to leave the submitting department and be forwarded to Executive Council Operations, TPB. (See Appendix 3-H, How Regulations are Prepared.)

SUPPORTING DOCUMENTS

- Draft regulations
- Regulations Analysis Form (Appendix 3-I)
- Regulations (Red Tape Reduction) Criteria Checklist (Appendix 3-J)
- Briefing Note (Appendix 3-K)
- Communications Plan (Appendix 3-B)

Note: All government information is subject to the *Freedom of Information and Protection of Privacy (FOIPOP) Act* (Appendix 3-L).

Regulations Analysis Form

A Regulations Analysis Form (Appendix 3-I) must accompany the R&R when it pertains to adding, amending, or repealing regulations. This form compares the proposed regulations to the current regulations section by section. The Regulations Analysis Form provides Executive Council with the before and after implications of the amendments.

Regulations (Red Tape Reduction) Criteria Checklist

For amendments to regulations or to propose new regulations, the Regulations (Red Tape Reduction) Criteria Checklist (Appendix 3-J) must accompany the draft regulations and be attached to the Regulation Analysis Form. The checklist is designed as a tool to assist departments as they are developing new regulations and for the ongoing review of regulations that impact business. It should cause departments to conduct rigorous policy assessment that includes consideration of the impacts and benefits of the proposal. The criteria checklist is not required for minor changes that do not reflect policy changes, e.g., housekeeping measures.

Briefing Note

Briefing notes (Appendix 3-K) are intended to provide a quick overview of the proposal for Executive Council. The briefing notes, and any other non-legal forms or schedules, are prepared by department staff.

Communications Plan

Communications plans (Appendix 3-B) are required with all proposals to Executive Council and Treasury and Policy Board (TPB). The communications plan is intended to provide ministers with information on the communications impact of the request to be considered. The communications plan is prepared by department communications staff based on discussions with department staff and a review of the draft R& R. The communications plan requires approval by the appropriate Communications Nova Scotia (CNS) managing director, the deputy head, and minister.

Freedom of Information and Protection of Privacy (FOIPOP)

All government information is subject to the *Freedom of Information and Protection of Privacy (FOIPOP) Act.* There are some limited and specified exemptions to the rights of access (see Appendix 3-L). Care must be taken in the way in which information is formatted. Background sections of Executive Council documents should contain factual information only. They should not contain information that would a) reveal the substance of deliberations of Executive Council or any of its committees; and/ or b) reveal advice and recommendations.

Report and Recommendation/Ministerial Appointment Form Requesting an Appointment to an Agency, Board, or Commission (ABC)

An R&R (Appendix 3-C) or Ministerial Appointment form (Appendix 3-M), requesting an appointment requiring the approval of the House of Assembly Standing Committee on Human Resources, must have attached to it a completed Form "A" (Appendix 3-N) and a Standing Committee on Human Resources Guidelines Form (Appendix 3-O). As always, a briefing note (Appendix 3-K) and a communication plan (Appendix 3-B) are also required.

All R&Rs and Ministerial Appointment forms must be signed by the minister responsible and submitted to Executive Council office for approval. All pertinent circumstances that make the request necessary should be recorded in the R&R or Ministerial Appointment form. This includes the name and address of the potential appointee and whether the appointee was nominated by a particular stakeholder group or is to be appointed due to his/her civil service position, etc. It also includes whether the appointment is a re-appointment, the relevant dates regarding the expiry of the previous appointment, the term of the new appointment, and the rationale for the length of term.

In the case of adjudicative boards, it should indicate that the appointee has been screened by the department's advisory committee on adjudicative boards, and only the short list of the most qualified applicants was considered by the minister.

The third section of the R&R should contain the recommendation for the Governor in Council, leading to the exact form of Order being requested. For example:

> "The Governor in Council, on the report and recommendation of the Minister of_________, dated _______, 20__, and pursuant to Section ______ of Chapter _____, Revised Statutes of Nova Scotia, 1989, the __________Act, is pleased to... (insert appropriate wording for appointment requested, including name, address, term, remuneration, and any other relevant information)....effective _________, 20__".

If a particular effective date is requested, it should be included in the form of Order. If the effective date is to be the date of the Order, the effective date should be noted as "date of Order."

SUPPORTING DOCUMENTS

- Form "A" (Appendix 3-N)
- Standing Committee on Human Resources Guidelines (Appendix 3-O)
- Briefing Note (Appendix 3-K)
- Communications Plan (Appendix 3-B)
- applicants cover letter and resume

Note: All government information is subject to the *Freedom of Information and Protection of Privacy (FOIPOP) Act* (Appendix 3-L).

Form "A"

The Form "A" (Appendix 3-N) must be submitted with an R&R or Ministerial Appointment for appointments to ABCs that must be considered by the House of Assembly Standing Committee on Human Resources. This form provides background information on the potential appointee and the ABC. According to the Rules and Forms of Procedure of the House of Assembly, appointments to ABCs and ministerial appointments are reviewed by the Human Resources Committee with some exceptions as described in the Rules.

Standing Committee on Human Resources Guidelines

For those appointments that must be approved by the House of Assembly Standing Committee on Human Resources, the Human Resources Guidelines (Appendix 3-O) must be submitted. The form must be fully completed and "n/a" cannot be used as an answer to any question. All applications must include a resume.

When an appointment requiring approval of the House of Assembly Standing Committee on Human Resources is approved by Executive Council, the Clerk of the Executive Council signs and dates the Form "A" indicating Executive Council Approval and forwards the Form "A," the Human Resources Guidelines form, and applicant's cover letter and resume to the House of Assembly Standing Committee on Human Resources. The standing committee has jurisdiction to approve or not approve the candidate(s) recommended for appointment.

When the standing committee approves a candidate for appointment, the chair of the standing committee signs Form "A" indicating approval and returns all documents to the Clerk of the Executive Council. The clerk will then (a) prepare the Order requested by the R&R and process it for signature by the Lieutenant Governor, or (b) the Ministerial Appointment is complete and a Ministerial Order number is assigned.

Briefing Note
Briefing notes (Appendix 3-K) are intended to provide a quick overview of the proposal for Executive Council. The briefing notes, and any other non-legal forms or schedules, are prepared by department staff.

Communications Plan
Communications plans (Appendix 3-B) must accompany all proposals to Executive Council and TPB. The communications plan is intended to provide ministers with information on the communications impact of the request to be considered. The communications plan is prepared by department communications staff based on discussions with department staff and a review of the draft R&R. The communications plan requires approval by the appropriate CNS managing director, the deputy head and minister.

Freedom of Information and Protection of Privacy (FOIPOP)
All government information is subject to the *Freedom of Information and Protection of Privacy (FOIPOP) Act*. There are some limited and specified exemptions to the rights of access (see Appendix 3-L). Care must be taken in the way in which information is formatted. Background sections of Executive Council documents should contain factual information only. They should not contain information that would a) reveal the substance of deliberations of Executive Council or any of its committees; and/or b) reveal advice and recommendations.

Report and Recommendation Requesting Approval for a Personal Services Contract for Senior Official

Subsection 15(2) of the *Public Service Act* requires Governor in Council (GIC) or TPB approval of terms and conditions of all personal services contracts. TPB and the Public Service Commission are preparing regulations under section 15(2) of the *Public Service Act* to clarify the approval process. Until these regulations are in place, a two-step approval process is required for personal services contracts for senior officials with a base salary of $75,000 or greater. This also applies to renewals or extensions of any existing contracts.

Step 1

If a department, office, or Crown corporation wishes to enter into a personal services contract for a senior official, Executive Council must approve the position before it is posted, advertised, or the interview and selection process is initiated. (Requires a Memorandum to Executive Council and supporting documentation).

Step 2

If approval is granted, before entering into any agreement, the proposed contract must be submitted to Executive Council or TPB via Memorandum to Executive Council (Appendix D) with supporting documentation for formal approval of the final contract. (For Governor in Council approval, an R&R and supporting documentation including the proposed contract is required).

SUPPORTING DOCUMENTS

- Briefing Note (Appendix 3-K)
- Communications Plan (Appendix 3-B)
- Proposed Personal Services Contract (Step 2)

Note: All government information is subject to the *Freedom of Information and Protection of Privacy (FOIPOP) Act* (Appendix 3-L).

Briefing Note

Briefing notes (Appendix 3-K) are intended to provide a quick overview of the proposal for Executive Council. The briefing notes, and any other non-legal forms or schedules, are prepared by department staff.

Communications Plan

Communications plans (Appendix 3-B) are required with all proposals to Executive Council and TPB. The communications plan is intended to provide ministers with information on the communications impact of the request to be considered. The communications plan is prepared by department communications staff based on discussions with department staff and a review of the draft R&R. The communications plan requires approval by the appropriate CNS managing director, deputy head, and minister.

Proposed Personal Services Contract

The proposed contract should specify the purpose of the personal services contract, expected deliverables, as well as the terms and conditions of the contract.

Freedom of Information and Protection of Privacy (FOIPOP)

All government information is subject to the *Freedom of Information and Protection of Privacy (FOIPOP) Act.* There are some limited and specified exemptions to the rights of access (See Appendix 3-L). Care must be taken in the way in which information is formatted. Background sections of Executive Council documents should contain factual information only. They should not contain information that would a) reveal the substance of deliberations of Executive Council or any of its committees; and/or b) reveal advice and recommendations.

Enquiries

Executive Council Operations, Treasury and Policy Board
(902) 424-6614 or (902) 424-5463

3.4 Memorandum to Executive Council

Proposals requiring policy decisions, but not requiring an Order in Council (OIC, Appendix 3-F) of the Governor in Council, are documented and submitted to the Executive Council office by the minister responsible in a Memorandum to the Executive Council (see Appendix 3-D).

A Memorandum to Executive Council must be completed by the department and signed by the minister responsible. It is used to seek approval for all significant policy decisions in government such as the following (see Transaction Guide, Appendix 3-P):

- major corporate policy
- major reorganization, restructuring
- business process re-engineering
- new programs (even if approved in budget)
- personal service contracts (if Treasury and Policy Board approval is required vs Governor in Council approval - see Chapter 3.3, Page 3-16, Report and Recommendation Requesting Approval for a Personal Contract for Senior Official)
- corporate administrative policies and procedures

We recommend that Memoranda to Executive Council be prepared by the department's officials who are familiar with the subject of the proposal. (See Chapter 3.2 Developing and Submitting Your Proposal). The deputy head will initial the memorandum next to his or her name on the first page of the document, signifying deputy head approval for the matter to move forward to the minister responsible.

The minister will sign and date the memorandum in the spaces provided on the last page of the Memorandum to Executive Council. Supporting documentation, including a briefing note and a communications plan, must be prepared and attached to the memorandum.

A completed memorandum, signed by the minister responsible, is forwarded to Executive Council Operations, TPB, where it is logged and forwarded to the TPB analyst for analysis before it is submitted to Executive Council or a Cabinet sub-committee for consideration.

A memorandum considered by the Executive Council is returned to the Secretary to the Executive Council, who prepares what is generally referred to as a Minute Letter, addressed to the minister responsible, confirming Executive Council's or TPB's consideration of the matter and its decision.

SUPPORTING DOCUMENTS

- Briefing Note (Appendix 3-K)
- Communications Plan (Appendix 3-B)

Note: All government information is subject to the *Freedom of Information and Protection of Privacy (FOIPOP) Act* (Appendix 3-L).

Briefing Note

Briefing notes (Appendix 3-K) are intended to provide a quick overview of the proposal for Executive Council. The briefing notes, and any other non-legal forms or schedules, are prepared by department staff.

Communications Plan

Communications plans (Appendix 3-B) are required with all proposals to Executive Council and TPB. The communications plan is intended to provide ministers with information on the communications impact of the request to be considered. The communications plan is prepared by department communications staff based on discussions with department staff and a review of the draft memorandum. The communications plan requires approval by the appropriate Communications Nova Scotia (CNS) managing director, the deputy minister, and minister.

Freedom of Information and Protection of Privacy (FOIPOP)

All government information is subject to the *Freedom of Information and Protection of Privacy (FOIPOP) Act*. There are some limited and specified exemptions to the rights of access (see Appendix 3-K). Care must be taken in the way in which information is formatted. Background sections of Executive Council documents should contain factual information only. They should not contain information that would a) reveal the substance of deliberations of Executive Council or any of its committees; and/or b) reveal advice and recommendations.

Enquiries

Executive Council Operations, Treasury and Policy Board
(902) 424-6614 or (902) 424-5463

3.5 Receipt of Proposals by Executive Council Office and Review by the TPB Office

Upon final review and approval by the deputy head and signature by the minister, proposals are forwarded to Executive Council Operations, TPB. The Executive Council Operations branch logs the submission and forwards it to the TPB analyst for staff analysis.

Working with your TPB Analysts

The TPB analyst assesses the proposal against a series of criteria including the following:

☐ consistency with government's framework of strategic priorities (such as Economic Growth Strategy, Energy Strategy, etc.)
☐ consistency with the corporate agenda (e.g., Blueprint, Throne Speech)
☐ the effectiveness of the recommended option in addressing the problem/opportunity
☐ cost/benefits
☐ financial/budgetary implications
☐ human resources/information technology implications
☐ legal/legislative/jurisdictional/environmental ramifications
☐ impact on stakeholders
☐ public perceptions
☐ implementation issues, timing
☐ consideration of other options

Assignments of TPB analysts will change periodically and the TPB office will forward updates as necessary.

The process works best when there is a good working relationship between the department and the TPB analysts. The TPB analysts should be kept informed of important issues on the horizon for the department. This could involve such mechanisms as periodic attendance at departmental senior management meetings, or a regularly scheduled meeting of the TPB analysts and senior departmental management.

It is also highly recommended that proposals to Executive Council and/or TPB on major issues are forwarded to the assigned TPB analyst while in draft form. This helps to streamline the process.

The TPB analyst, in consultation with the TPB Director of Communications, will review the communications plan (Appendix 3-B) submitted with the proposal. The TPB Director of Communications may then consult with the appropriate Communications Nova Scotia (CNS) managing director regarding any concerns or required amendments.

The TPB analyst may also consult with the department's Finance Corporate Service Unit (CSU) and the Department of Finance if additional clarification is required on financial issues even though the Finance CSU had previously reviewed the financial impact sections of the proposal. TPB analysts may also consult other departments and central agencies as necessary.

Finally, the TPB analyst will complete his/her Staff Assessment (Appendix 3-Q).

The assessment concludes with the analyst's recommendation to Executive Council and/or TPB. If the TPB analyst is recommending changes or is not recommending the department's proposal, the analyst will advise the department staff who prepared the proposal and the deputy head. Before this takes place, the TPB analyst will make every effort to work with the department to provide advice and guidance on preparation of the proposal and will attempt to come to a mutual understanding and possible resolution of any outstanding issues.

The assigned TPB analyst is responsible for updating the department on the status of Executive Council submissions, including advice regarding whether and when a proposal is ready to be forwarded to Executive Council or TPB.

Deciding Where Proposals Go

Once a submission is received at the TPB office, it is assigned to an analyst who prepares the staff assessment. The Secretary to the Executive Council reviews the proposal and staff assessment and determines whether the proposal requires Executive Council approval or whether it is a TPB item. The Transaction Guide (see Appendix 3-P) facilitates this determination. (See Chapter 3.1 Types of Decisions.)

Executive Council and Treasury and Policy Board Requirements

Submissions to Executive Council and TPB, complete with all supporting documentation, are required 10 working days in advance of the Executive Council or TPB meeting. This ensures sufficient time for analysis, briefings, and preparation time.

Walk-ins to Executive Council and TPB are discouraged. Walk-ins should be the exception rather than the rule and therefore very infrequent. Walk-in items to Executive Council or TPB will only be accepted if they are essential items and prior permission has been authorized by the Chief of Staff in the Premier's Office and the Chair of Treasury and Policy Board. Also, the relevant and signed documentation must be provided to the Executive Council Operations, TPB, in advance of the applicable meeting. Further, the minister must provide copies of the documentation to his/her colleagues at the Executive Council or TPB meeting.

For very detailed, complicated, or pressing issues, a presentation to Executive Council or TPB may be required. If it is determined that a presentation will be made, the appropriate TPB analyst will confirm this with the department staff and the deputy minister.

The presentation will generally be made by the department's deputy head with one or two other senior officials present to assist. A copy of the presentation overheads must be submitted to the TPB office at least three business days before the scheduled presentation. It then becomes part of the official documentation. Presentations should be limited to no more than fifteen minutes, after which there may be a question period.

The presentation should be succinct and contain all of the following:

- a statement of the issue/problem to be addressed
- a summary of the background
- key issues/challenges
- financial implications
- human resources and information technology implications
- stakeholder concerns
- alternatives/options
- a recommended option
- implementation plan and timelines

Enquiries

Executive Council Operations, Treasury and Policy Board
(902) 424-6614 or (902) 424-5463

3.6 Decisions of Executive Council

Decision Process on Report and Recommendation

- A Report and Recommendation (R&R, Appendix 3-C) approved by the Executive Council is evidenced by the initials of the Secretary to the Executive Council and the date on which it was approved. Having been approved by the Executive Council or withdrawn from its agenda, it will be returned to the Clerk of the Executive Council.
- Matters which are stood on the agenda will remain until they are either approved or withdrawn.
- An R&R which has been withdrawn from the Executive Council agenda will be returned by the Clerk of the Executive Council to the submitting minister.
- With respect to an R&R approved by the Executive Council, the Clerk of the Executive Council will prepare the requested Order for signature of the Lieutenant Governor. The clerk will obtain the signatures of a quorum of ministers of the Executive Council on such Orders before taking them to the Lieutenant Governor for signature. In the absence of the Lieutenant Governor the Administrator of the Government of Nova Scotia (currently the Chief Justice of Nova Scotia), as provided by Section 67 of the *Constitution Act*, 1867, will sign such Order.

Decision Process on Proposed Regulations

Once the regulations have been made or approved by the Lieutenant Governor, the Order in Council (OIC, Appendix 3-F), the regulations, and, if applicable, the Order of the minister or regulation-making body are returned to the Registrar of Regulations for filing and publication in the next issue of the Royal Gazette Part II.

Decision Process on Proposed Appointments to an Agency, Board, or Commission (ABC)

Upon approval by the Executive Council, the Form "A" (Appendix 3-N) attached to the R&R is signed and dated by the Secretary to the Executive Council, indicating Executive Council approval of the requested appointment, and the R&R returned to the Clerk of the Executive Council. Upon receipt, the Clerk of the Executive Council will separate the Form "A" and Human Resources Guidelines (Appendix 3-O) form from the R&R and forward them along with the applicant's cover letter and resume to the House of Assembly Standing Committee on Human Resources for its consideration of the names of the candidates for an appointment. The committee has jurisdiction to approve or not approve the names of the candidates for appointment.

When the committee approves a candidate for appointment, the chair of the committee signs the Form "A," indicating the committee's approval and returns the Form "A" to the Clerk of the Executive Council. Upon receipt, the clerk prepares the Order requested in the R&R and processes it for signature by the Lieutenant Governor or Administrator, as described above. If the appointment is made by a Ministerial Appointment, the appointment is complete and a Ministerial Order number is assigned.

If the committee does not approve a candidate for appointment, the chair of the Committee stamps the Form "A" "NOT APPROVED" and returns it to the Clerk of the Executive Council who, in turn, returns it to the minister.

Note: Although ministerial appointments do not require Executive Council approval, departments submit them for approval.

Decision Process on Memorandum to Executive Council

Executive Council or TPB considers the proposal and the Secretary to the Executive Council prepares the Minute letters to reflect decisions taken by Executive Council or TPB. The Minute letter indicates one of the following decisions was taken:

- approved
- approved with conditions, which are detailed
- withdrawn
- stood, in which case further instruction could be provided to the submitting department
- referred to an Executive Council committee

All Minute letters are forwarded to the minister and deputy head of the submitting department(s) and copied to the TPB corporate analyst who prepared the staff assessment.

Enquiries

Executive Council Operations, Treasury and Policy Board
(902) 424-6614 or (902) 424-5463

3.7 Instructions and Forms

General Formatting Rules for All R&Rs, Memoranda, Ministerial Appointment Forms, and Supporting Documents

- Arial font should be used
- The titles of the proposals should be in Arial 14-20
- The main part of the proposals and related attachments should be in Arial 11 to 12 as necessary
- Margins may be adjusted as required
- The overall length of the proposal is dependent on the complexity of the issue/action. The proposal should provide substantive information to clearly describe the issue/action to Executive Council and allow Executive Council to make an informed decision. At the same time, information should be presented concisely.

Timeline

Submissions to Executive Council and TPB, complete with all supporting documentation, are required 10 working days in advance of the Executive Council or TPB meeting. This ensures sufficient time for analysis, briefings, and preparation time.

To avoid time delays, prepare proposals in the appropriate format, at the necessary level of detail, accompanied by the required documents (briefing note, communications plan, and supporting documents), and approved/signed by the minister.

There may be extenuating circumstances that require the review to be expedited and all participants involved will attempt to accommodate this requirement. Other priorities may be brought forward making an immediate review difficult or impossible. In other circumstances, scheduling may be difficult and the time line may be extended.

Appendices

Appendix 3-A	How Legislation is Prepared and Enacted
Appendix 3-B	Communications Plan
Appendix 3-C	Report and Recommendation to the Executive Council
Appendix 3-D	Memorandum to Executive Council
Appendix 3-E	Transactions and Interactions Guide
Appendix 3-F	Sample of Order in Council
Appendix 3-G	Intergovernmental Agreements Assessment Checklist
Appendix 3-H	How Regulations are Prepared
Appendix 3-I	Regulations Analysis Form
Appendix 3-J	Regulations (Red Tape Reduction) Criteria Checklist
Appendix 3-K	Briefing Note
Appendix 3-L	Intent of the *Freedom of Information and Protection of Privacy Act*
Appendix 3-M	Ministerial Appointment Form
Appendix 3-N	Form "A"
Appendix 3-O	Standing Committee on Human Resources Guidelines
Appendix 3-P	Transaction Guide
Appendix 3-Q	Treasury and Policy Board Staff Assessment
Appendix 3-R	Template for Corporate Administrative Policy Submissions
Appendix 3-S	Memo to Executive Council - Request for Legislation

Enquiries

Executive Council Operations, Treasury and Policy Board
(902) 424-6614 or (902) 424-5463

3.8 Glossary of Terms

ADJUDICATIVE BOARD
An adjudicative board is an agency, board, or commission that has quasi-judicial functions. These functions include taking evidence, making findings of fact and law, and making decisions that can affect a person's liberty, security, or legal rights. There are over 30 adjudicative boards ranging from the Regional Assessment Appeal Board to the Psychiatric Facilities Review Board.

AGENCIES, BOARDS, AND COMMISSIONS
Organizations designated as an agency, board, or commission (ABC) by their enabling legislation or by Order in Council.

BRIEFING NOTE
A quick overview of a proposal, Report and Recommendation or Memorandum to Executive Council, prepared by departmental staff.

CABINET
The common name used in place of Executive Council.

CABINET MINISTERS
Members from the governing party, as selected by the Premier, make up Cabinet. Each minister is responsible for a portfolio or department, agency, board, or commission, and participates in making government policy decisions. Ministers are responsible in law and accountable to the legislature for certain actions taken in departments.

CAUCUS
The group of elected MLA's belonging to a political party. A closed meeting of the members of a political party within a legislative body to decide upon questions of policy and the selection of candidates for office.

CCRA
Canada Customs Revenue Agency

CHST
Canada Health and Social Transfer

CLERK OF EXECUTIVE COUNCIL
Person appointed to ensure that submissions to Executive Council meet legal requirements, prepares, and processes Orders in Council and works with departments on Executive Council matters.

COMMUNICATIONS PLAN
A document intended to provide ministers with information on the communications impact of a request being considered.

CORPORATE SERVICE UNIT
In March 1996, the government integrated corporate service functions, such as human resources, finance and administration and MIS. Previously, most departments had their own units. With the reorganization, eight corporate service units currently serve departments and agencies. *(Press Release - March 7, 1995)*

CROWN CORPORATION
A body corporate with legal power and capacity to carry on an industrial, financial or other commercial enterprise. These organizations are designated as Crown Corporations by their enabling legislation, by Order in Council, or by application of the criteria established under Section 70 of the *Provincial Finance Act.*

DEPUTY HEAD
"Deputy head" means the deputy of the member of the Executive Council presiding over a department and all others whom the Governor in Council from time to time designates as having the status of deputy head.

DEPUTY MINISTERS
Deputy Ministers are appointed by Order in Council as the chief administrative officers of departments who work under the direction of the Minister and who perform duties assigned by the Governor in Council. The deputy minister is responsible for managing the day-to-day operations of the department as well as administering a department composed of non-partisan professional civil servants who carry out the policies and programs of government.

DEPUTY MINISTER TO THE PREMIER
The Deputy Minister to the Premier assists the government in defining its objectives and priorities, oversees the development of policies consistent with these priorities, and acts as a liaison on these matters with government departments. This Deputy Minister is the Head of the Public Service and serves as a formal link between Cabinet and the public service. (See also *Head of the Public Serice.*)

EXECUTIVE BRANCH
Generally referred to as government.

EXECUTIVE COUNCIL
The decision-making authority of the Executive Branch of the Government of Nova Scotia.

EXECUTIVE COUNCIL OFFICE
The Executive Council Office is the Cabinet secretariat reporting directly to the Premier and Cabinet. (also see definitions for *Clerk of the Executive Council* and *Secretary to the Executive Council*)

FORM "A"
Form "A" is authorized by the Terms of Reference for the Human Resources Committee of the House of Assembly. This form clarifies the background and qualifications of each individual proposed to be appointed to an agency, board, or commission.

GOVERNOR IN COUNCIL
The Executive Council acting with the advice and consent of the Lieutenant Governor.

HEAD OF THE PUBLIC SERVICE
The Deputy Minister to the Premier is also the Head of the Public Service. This person provides leasership of the public service and oversees and evaluates the work of all deputies.

HOUSE OF ASSEMBLY
Those elected members who sit in the legislative chamber in Province House. The members of the House of Assembly (MLAs) are elected at a provincial general election.

LEGISLATION COMMITTEE
A standing committee of the Executive Council tasked with preparing and implementing the government's legislative agenda. It is chaired by the Minister of Treasury and Policy Board. The Legislation Committee reviews formal departmental requests for legislation and the committee provides analysis and recommendations on whether and when they might go forward to the legislature. Proposed legislation may be referred to Treasury and Policy Board for consideration and approval.

LIEUTENANT GOVERNOR
The Lieutenant Governor is the Queen's representative in Nova Scotia. The Lieutenant Governor gives Royal Assent to all bills passed by the Legislature before they become law, and also signs other official documents, such as proclamations, land patents, appointments of persons to government posts, including deputy ministers, provincial judges, members of agencies, boards, and commissions, and crown attorneys. At the opening of a Session of the Legislature, the Lieutenant Governor reads the Speech from the Throne. Discretionary powers of the office also include the finding and appointment of a First Minister (the Premier), and the swearing in of the members of the Cabinet—the Ministers of the Crown.

MEMORANDUM TO EXECUTIVE COUNCIL
A Cabinet document which sets out proposals requiring policy decisions, but not requiring an Order in Council of the Governor in Council. This item does not generate a public document. Upon approval of a Memorandum to Executive Council/ Memorandum to Treasury and Policy Board, a Minute Letter is prepared and sent to the Minister who presented the document to Cabinet for its consideration.

MINISTERS
Members of the Executive Council appointed to preside over a department pursuant to the *Public Service Act*.

MINISTERIAL APPOINTMENT FORM
A Cabinet document used to appoint a person to a Ministerial board by the Minister responsible. A Ministerial board is one in which a Minister has sole authority for appointing persons to that board. There is not a formal, public document generated as a result of a Ministerial Appointment. The Ministerial Appointment Form is simply assigned a number (ex.: M33-2003) and the appointment is complete. Although not requiring Cabinet approval, the Ministerial Appointment does appear on the Cabinet Agenda as an information item only. There are approximately, at present, 78 Ministerial boards.

ORDER IN COUNCIL
An Order of the Lieutenant Governor acting by and with the advice of the Executive Council. An Order in Council is issued as a result of the approval of a Report and Recommendation.

PREROGATIVE POWER
An exclusive right or privilege held by a person or group, especially a heritage or official right.

PRO FORMA
As a matter of, or according to, form.

PROCLAMATION
An official public announcement.

PUBLIC SERVICE ENTITIES (PSE)
Those government entities set forth in the Public Service Vote section of the Provincial Estimates.

REGISTRAR OF REGULATIONS
The Registrar is under the control and direction of the Minister of Justice; and responsible for the recording, numbering and indexing of all regulations filed with him/her and for the publication thereof in accordance with the *Regulations Act.* (R.S., c. 393, s. 14.)

REPORT AND RECOMMENDATION TO EXECUTIVE COUNCIL (R&R)
A Cabinet document in which matters are presented to the Executive Council for their consideration. Upon approval, an Order in Council is issued authorizing the action requested in the Report and Recommendation.

SECRETARY TO EXECUTIVE COUNCIL
Person appointed to be responsible for establishing the agenda and the business of Cabinet.

SPEECH FROM THE THRONE
Delivered by Lieutenant Governor in a ceremonial opening of the House, the Speech from the Throne is written by the government and states the government's program in very general terms. (See *The Nova Scotia Legislature - an Overview of its Procedures and Practices*)

STATUTE
A law enacted by a legislative body and formally recorded in writing.

TREASURY AND POLICY BOARD
A committee of the Executive Council charged with establishing plans and policies for the operation of the government of the Province and ensuring that they are implemented in a co-ordinated and fiscally responsible manner.

TREASURY AND POLICY BOARD OFFICE
Headed by a deputy minister, the office provides policy and financial analysis to support Executive Council and its Cabinet committees to fulfill the statutory responsibilities of a central government agency.

WALK-INS
R&Rs and Memoranda that go directly to Executive Council for approval without going through the assessment process at Executive Council and Treasury and Policy Board offices.

Appendices

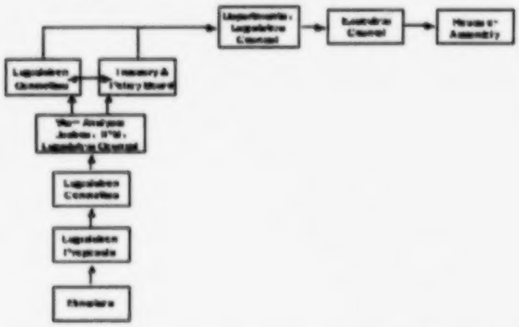
Appendix 3-A	How Legislation is Prepared and Enacted
Appendix 3-B	Communications Plan
Appendix 3-C	Report and Recommendation to the Executive Council
Appendix 3-D	Memorandum to Executive Council
Appendix 3-E	Transactions and Interactions Guide
Appendix 3-F	Sample of Order in Council
Appendix 3-G	Intergovernmental Agreements Assessment Checklist
Appendix 3-H	How Regulations are Prepared
Appendix 3-I	Regulations Analysis Form
Appendix 3-J	Regulations (Red Tape Reduction) Criteria Checklist
Appendix 3-K	Briefing Note
Appendix 3-L	Intent of the *Freedom of Information and Protection of Privacy Act*
Appendix 3-M	Ministerial Appointment Form
Appendix 3-N	Form "A"
Appendix 3-O	Standing Committee on Human Resources Guidelines
Appendix 3-P	Transaction Guide
Appendix 3-Q	Treasury and Policy Board Staff Assessment
Appendix 3-R	Template for Corporate Administrative Policy Submissions
Appendix 3-S	Memorandum to Executive Council - Request for Legislation – Amendments to * *Act* or new * *Act*

Appendix 3-A How Legislation is Prepared and Enacted

Legislative proposals are processed through the Executive Council's legislation committee. The legislation committee is responsible for reviewing proposed legislation for policy compliance, ensuring a coordinated and comprehensive legislative regime, recommending the legislative agenda to Executive Council, and identifying document needs to support proposed legislation.

The membership of the legislation committee shall be comprised of such members of the Executive Council or the Government Caucus as the President of the Executive Council may determine. The President of the Executive Council shall appoint a member of the legislation committee to be Chair of the Committee. The Premier and Deputy Premier are *ex-officio* members of all Committees of the Executive Council. The Deputy to the Premier, the Secretary to the Executive Council and the Chief of Staff to the Premier are *ex-officio* staff members of all Committees of the Executive Council. Those members of the legislation committee who are not Executive Council members shall sign an Oath of Confidentiality.

Decision Making Process – Legislation Proposals



This chart illustrates how the decision-making process works for legislative proposals. Prior to each legislative session, the legislation committee makes a call for legislative proposals to all departments. For each legislative proposal, the department submits a Request for Legislation signed by the Minister and Deputy Minister in the form prescribed by the legislation committee. The legislation committee considers each Request for Legislation and determines whether to approve the Request for drafting for the upcoming session. Once a request is approved for drafting, a lawyer in the Office of Legislative Council is assigned to the file and working with the Department, a draft bill is prepared. The draft bill then goes back to the legislation committee for approval and finally to the government caucus for approval.

Once the legislation committee determines the list of government legislative priorities for the legislative session, the list is forwarded to Executive Council for approval. The legislation committee then sets the schedule for introduction of government bills.

The legislative agenda is tabled in the House of Assembly, and each bill goes through a process of three readings and debate.[1]

---

[1] See *The Nova Scotia Legislature: An Overview of Its Practices and Procedures*, December 2001 pp. 11-20. Information respecting the House of Assembly is available on the website at <http://www.gov.ns.ca/legislature>.

Information on the Legislative Process is available on the web site at <http://www.gov.ns.ca/legislature/legc/>.

First Reading
The first stage in the legislative process is the introduction of a bill in the House of Assembly by a member of the Assembly. During the daily routine with which each day in the House begins, under the item "Introduction of Bills," a member wishing to introduce a bill, upon recognition by the Speaker, rises to introduce "a bill entitled (title of bill)." Unless the bill is ruled out of order (for example, only a minister of the Crown may introduce a money bill), the bill is assigned a number by the Clerk of the Assembly, is printed and distributed to all the members, and is *placed on the order paper under the heading bills "For Second Reading." A bill may not be* introduced unless it has been approved as to form by the Legislative Counsel. The stamp and signature of the Legislative Counsel appears on the cover of the original bill. The pro forma bill introduced at the opening of each session is not assigned a number, is not placed on the order paper, and is not dealt with further. The annual appropriations bill has its own special procedure.

Second Reading
The next stage is for the bill to be called for second reading. Except by unanimous consent, second reading may not begin until the bill has been printed and distributed to the members and this has been signified on the order paper. The second reading debate is a debate on the principle of the bill. No amendments may be made to the bill at this stage.

Standing Committees
If the bill is passed at the second reading, it is automatically referred by the Speaker to either the Law Amendments Committee or the Private and Local Bills Committee. Government bills and private member's bills are referred to the Law Amendments Committee and private bills and local bills are referred to the Private and Local Bills Committee. The two standing committees hold public hearings on the bills referred to them. Each committee considers all written and oral submissions made to it. In the case of a government bill, the Law Amendments Committee may also receive, after the public hearings have concluded, a written recommendation from the minister of the Crown who introduced the bill. The committee decides upon any changes to the bill that it wishes to recommend to the House of Assembly and the chair of the committee reports the bill back to the House or, infrequently, the committee decides not to report the bill back. The bill may be reprinted at this stage, showing the changes recommended by the committee.

Committee of the Whole House on Bills
Upon a bill being reported back to the House of Assembly by a standing committee, it is automatically committed to the Committee of the Whole House on Bills. The committee subsequently considers the bill clause by clause. In doing so, the Committee of the Whole considers any changes recommended by the Law Amendments Committee or the Private and Local Bills Committee, as the case may be, and makes any changes to the bill it wishes to make, whether or not recommended by the standing committee that considered the bill. The Committee of the Whole may then report the bill back to the House.

Upon a bill being reported back to the House of Assembly by the Committee of the Whole House on Bills, the bill is placed on the order paper under the heading bills "For Third Reading."

Third Reading
The next stage is for the bill to be called for third reading. Unless the House of Assembly orders third reading to begin immediately, third reading takes place on a future day (after being reported back). The third reading debate is a debate on the principle of the bill as recommended by the Committee of the Whole House on Bills. No substantive amendments are normally made to the bill at this stage, but the bill may be recommitted to the Committee of the Whole House on Bills or to another committee.

Royal Assent
After a bill has passed three readings, it receives Royal Assent from the Lieutenant Governor (or, if the Governor is unavailable, from the Administrator of the Province). This is usually done in a short ceremony in the House of Assembly chamber on the last day of the sitting.

Effective Date
A statute may provide that all or part of it comes into force by proclamation or on a specified date. Proclamations are made by the Governor in Council (the Executive Council acting with the advice and consent of the Lieutenant Governor). At the request of the Minister/department responsible, the Office of the Legislative Counsel prepares the Report and Recommendation to Cabinet for proclamation of legislation and sends it back to the department. The department is responsible for submitting the Report and Recommendation to Executive Council with the supporting briefing note and communications plan.

Appendix 3-B **Communications Plan** **[Advice to Executive Council]**

Title:

Department:
Accompanying: Indicate the specific Report and Recommendation or a Memorandum that the Communications Plan is accompanying
Date:
Prepared by: (Name, title, and telephone local)

Objectives
Clear, measurable statement of intended results including a deadline and assignment of accountability.

Background
Give the relevant, factual background information which led to the submission. This should be the communications-related background, and not repeat the background in the Cabinet document itself.

Issues
Critical issues identified through research findings, Key stakeholder assessment—who is pro/con, who might be endorsers/vocal critics, and Media scan—past headlines.

Target Audiences
Each audience has different interests. The communication plan segments the respective interests of each of the target audiences to tailor the key message and the most effective communications methodology for each.

Key message
There should be no more than three key messages, and they should be brief. The key message is the theme with an objective, such as to inform the public, educate opinion leaders, generate debate, etc.

Talking Points
Prepared for the spokesperson.

Potential impact on other departments, agencies, etc.

Strategic actions/Roll-out plan
The roll out plan should include
☐ recommended approach, timing, activities, and budget
☐ positioning, tone, lead spokespersons, minister's involvement
☐ media relations plan
☐ stakeholder and public awareness plan
☐ related government, internal communications
☐ communications tools/products expected

Recommended spokesperson

Evaluation
media monitoring, environmental scanning, inter-departmental feedback, stakeholder reports/publications, public/stakeholder consultations, feedback from local and regional government staff, and electronic and print correspondence from public

Sent to calendar
date

Approved by Managing Director:
Approved by Deputy:
Approved by Minister:

NOTES:

The Communication Plan should be submitted to TPB only after it has been approved and signed by the Deputy Minister.

All aspects of this document may be subject to public access through the *Freedom of Information and Protection of Privacy Act.*

Communication Staff Procedure

1. Assess the initiative.
2. Involve the appropriate CNS managing director in developing the communication plan.
3. Draft the communications plan, prepared in consultation with senior department staff.
4. Forward the draft plan to the appropriate CNS managing director for approval. This should be done at least a week before the Cabinet document is submitted, when time allows.
5. Once approved by the managing director, seek deputy minister and ministerial approval.
6. The managing director will consult with the communications director in the Premier's Office after Cabinet, and provide feedback to departmental communications directors. Communications directors should also discuss the Cabinet decision with his or her minister, and any staff who attended.

Appendix 3-C **ADVICE TO EXECUTIVE COUNCIL**

Report and Recommendation
to the Executive Council

Nova Scotia

Number:
Dept.:
Date:

Subject: Include a short description of the item being raised or the action proposed

Submitted By: State the name and portfolio of the Minister concerned

Prepared By: Insert the name and title of the person who prepared the request so he/she can be consulted for further information if necessary.

Reviewed By: Indicate the name and title of the Director of Finance or senior financial staff who has reviewed the proposal so he/she can be consulted on the financial implications and funding source.

Deputy Minister: Name the deputy minister/deputy head of the department who prepared the document, to ensure that the he/she is aware of and understands all submissions. The deputy minister/deputy head must sign beside his/her signature indicating he/she supports the submission. In the absence of such signature, the Clerk will confirm the submission of the Report and Recommendation with the appropriate official or Minister.

Approvals

____

Attorney General
Approved as to Form and Authority

____

This column, headed "Approvals," is provided to record progress of, and decisions relating to, the Report and Recommendation.

Registrar of Regulations
Approved as to Form

____
Date ______________________

Clerk of the Executive Council

Date Rec'd. ______________
____

Treasury and Policy Board

Date Rec'd. ______________

Executive Council

Approved ______________
Withdrawn ______________
Referred to ______________
Date ______________

Summary:

Provide a brief and concise statement of the subject and proposed action. Define the problem or opportunity. Provide a clear concise summary of the proposal (who, what, when, where, why, and how).

Describe the ultimate outcome expected as a result of the action requested in the Report and Recommendation—the results sought.

Following the Summary, indicate the legal authority for the proposed action, the rationale, and the recommendation for action.

First Section: **Legal Authority**
The first section must make reference to, and preferably quote, the legal authority for the proposed action. It may be worded, for example, as follows:
(Either in this way)
" The undersigned has the honour to refer to Section _____ of Chapter ____ of the Revised Statutes of Nova Scotia, 1989, the ______ Act, which provides as follows: (The quote the actual sections)",

(Or, instead)
If the Section is very long, reference can be made to the substance of the Section, for example: "Section ..., provides that the Governor in Council may authorize execution of (paraphrase the section).

Second section: **Proposal**
The second section or provision in the report and recommendation should be prefaced with the phrase "The undersigned has the honour to report..." and must state briefly:
(1) pertinent facts and circumstances which make the Report and Recommendation necessary
(2) the action which is requested
(3) the likely result of the action of the Governor in Council (what corrective action would result, what beneficial objective would be attained, what deficiency would be corrected)

For an R&R that has significant policy implications, complete all of the headings that follow:

BACKGROUND

Provide a description of background to current situation. This should be a concise, factual statement of events that have led to the current situation.

CURRENT SITUATION

Describe the current situation. That is, there must be issues related to the current situation that have become the impetus for this request. A description of the current situation in relation to these issues that have led to the need for this Report and Recommendation is necessary. This section may vary in length depending on the complexity of the current situation.

OBJECTIVE

The objective should flow from the stated issue. Describe the ultimate outcome expected as a result of the action requested in the Report and Recommendation—the results sought.

EVALUATION

State the criteria that will be used to evaluate whether or not the desired outcomes are attained. The evaluation criteria should be incorporated into the proposed policy or program such as

- criteria (e.g., effectiveness, efficiency, and administrative feasibility)

State intended outcomes and the time frame.

KEY ISSUE

Identify key issues such as

- timing issues related to meeting certain government, department, or other deadlines
- legislative and/or regulatory changes that may arise from the results of the action
- transitional issues that may result from the outcomes of the action
- changes in legislation or regulation
- restructuring of organizations
- stakeholder expectations

In some instances there may be only one or two key issues and in other instances there may be several issues. It should be noted that some of the key issues that may be identified and included in this section may be redundant to some of the other categories identified below. You may decide to list the issues in this section and indicate that more detail will be included in the corresponding sections that follow where appropriate.

CONSULTATION

Describe any consultations that have occurred, whether or not all necessary consultations have taken place, and if not why not. The stakeholders consulted should be listed, along with their positions and reasoning behind their positions. There should also be a description of how the stakeholders' input will be addressed. The type of consultation should be noted, for example, public meetings (include number and locations), focus groups, invitation to stakeholders, advertisements, etc.

In some situations, consultation may be proposed as a means to determine what action is required. If that is the case, the proposed consultation process should be outlined in detail.

ASSESSMENT OF ALTERNATIVES

Identify different options that have been considered to achieve the same outcome. Show the pros and cons of each option against the pre-established evaluation criteria (e.g., effectiveness, efficiency, cost/benefit, stakeholder reaction, ease of implementation). On the basis of this analysis, select the preferred option and provide the rationale. This should be based on the evaluation criteria outlined above. Remember, n/a is not acceptable for this section; there are always alternatives. There should be at least two alternatives, and four will most often be the most that can be dealt with practically in one submission. Do not expect to find a perfect policy alternative. Do not contrast a preferred policy with a set of "dummy" alternatives. Do not have a favourite alternative until you have evaluated all the alternatives in terms of all the objectives. Please ensure that your alternatives are mutually exclusive.

PROPOSED ACTION AND TIMING

Set out the preferred alternative and the action plan for carrying it out. The proposed action and timing may be dependent on a number of factors, including the type of action being requested and the possible outcomes from this action. For instance, the timing of consultations for Education may be dependent on the school calendar. The timing for legislative or regulatory changes may be dependent on the schedule of the House of Assembly or the schedule of Cabinet. Timing of other activities may be dependent on elections schedules, hearings schedules, availability of stakeholders, etc.

BENEFITS/LIABILITIES

Describe the benefits and liabilities of the proposed course of action. The benefits could be drawn from the objective section in that the benefits of the action underscore the objective of the suggested action. The liabilities identify any potentially negative fallout from carrying out the identified action. This section should reflect the evaluation criteria.

IMPLICATIONS

Examine each of the eight areas for possible implications. For example, under Human Resource Implications, state the impact of the proposal on full-time equivalents (FTEs). One or more of these may be irrelevant, in which case "n/a" should be noted. For those that are applicable, two or three sentences around the related implications should be sufficient.

ECONOMIC IMPLICATIONS

RURAL NOVA SCOTIA IMPLICATIONS

SOCIAL IMPLICATIONS

TRADE IMPLICATIONS

LEGAL IMPLICATIONS

ENVIRONMENTAL IMPLICATIONS

HUMAN RESOURCE IMPLICATIONS

INFORMATION TECHNOLOGY IMPLICATIONS

FINANCIAL IMPACT

Because of the importance of this section as it relates to the government's budgeting concerns, this issue has been separated from the other potential implications identified above. This section should identify the financial implications of the action itself and any financial implications that may being incurred from decisions or policy direction derived from the action.

Address the following issues:

- funding allocation - What is the source of funding for the proposal? Is funding coming from an approved budget appropriation? Are new monies required and, if so, are monies be re-allocated from existing appropriations?
- third party funding - Are alternative funding sources being accessed? Is the province entering into contractual commitments with third parties which will impact its own financial management?
- revenue/tax implications - Is the initiative impacting a revenue stream of the province?
- impact on bottom line - Will the proposal cause a material impact on the budget estimates and, as a result, increase the deficit/reduce the surplus? Is the impact on an accrual or cash basis?
- impact on balance sheet - Will the proposal cause the province to be making a long-term financial commitment that results in an increase in assets/liabilities?
- view of investors/creditors - How will credit rating agencies and investors view the proposal? Will the net impact be seen to be positive, negative, or neutral to the current view? Is the proposal likely to have any immediate impact?
- the total cost of the program/policy by fiscal year (s)
- impacts on other expenditures (e.g., a capital expenditure may result in changes in operating costs)

Review this analysis with Finance CSU staff. Include a statement that says the financial implications have been reviewed by Finance CSU staff.

GOVERNMENT-WIDE IMPLICATIONS

Indicate consultations, if any, that were undertaken with other departments that may be affected by the action and whether or not they are in agreement with the proposed actions and what their position is. If another department will be affected in a significant way, submit a joint Report and Recommendation.

EFFICIENCY/PRODUCTIVITY

The government is focussing on continuing to offer services in a more efficient manner. This efficiency/productivity may take differing forms including such examples as increased accountability to the Minister, less expensive options for certain programs, replacement of programs with other programs that may be more efficient or productive, etc. These are some examples of areas to identify under this section.

INTERGOVERNMENTAL IMPACT

In some instances, the action may (1) affect the federal or other provincial and territorial governments (not municipal or Aboriginal governments) or (2) require collaborative involvement with other governments, or both.

If the subject of the submission does not affect or involve the relationships, responsibilities, programs, or policies of the federal or other provincial and territorial governments, please say so.

If the subject may have different impacts on different governments, please specify what these may be.

Indicate the outcome of your consultation with the Nova Scotia Department of Intergovernmental Affairs.

Indicate consultations, if any, that were undertaken with other governments that may be affected by the action, whether or not they are in agreement with the proposed actions, and what their position is.

MUNICIPAL IMPLICATIONS
In some instances, the action requires a collaborative involvement with municipalities. This section should identify where collaboration is required or where the outcome of the action may affect municipalities. This section should also indicate what consultations, if any, were undertaken with municipalities that may be affected by the action and whether or not the municipalities are in agreement with the proposed actions and what their positions are.

OTHER ISSUES
Any other issues that may have been considered too minor for the "Key Issues" section and have not been included elsewhere may be included in this section. Consideration may be given to actions that may need to be considered in the future or for other groups, programs, etc.

COMMUNICATION ISSUES AND PLANS
A communications plan should also be attached. Carry forward the communications issues listed on the communications plan. Reference the attached communication plan for more details.

BLUEPRINT COMMITMENT
State how the proposal is related to the Blueprint Commitments. If the proposal relates to a specific commitment, quote the commitment.

If the proposal relates to a specific government priority, quote the reference and the specific priority. Examples of documents to consider are platform documents such as "Blueprint for building a better Nova Scotia," the Speech from the Throne, the government business plan, and the budget speech.

Last Section FORM OF ORDER (must be in all R&Rs)
State the recommendation for action by the Governor in Council.

Express the recommendation as follows:

"The undersigned has the honour to recommend that the Governor in Council make an Order in the following form or to like effect: The Governor in Council on the report and recommendation of the Minister of _________ _________________, dated ________ 20___, and pursuant to Section _____ of Chapter _____, Revised Statutes of Nova Scotia, 1989, the ____________________ *Act*, is pleased to ...

Respectfully submitted,

____
Minister of ______________________

Halifax, Nova Scotia
Date

Appendix 3-D

ADVICE TO EXECUTIVE COUNCIL

MEMORANDUM
TO EXECUTIVE COUNCIL

NUMBER:
DEPT.:
DATE:

SUBJECT: Insert topic to be addressed

SUBMITTED BY: Insert the minister and portfolio concerned

PREPARED BY: Insert the name and title of the person who prepared the request so s/he can be consulted for further information if necessary.

REVIEWED BY: Indicate the name and title of the Director of Finance or senior financial staff who has reviewed the proposal so he/she can be consulted on the financial implications and funding source.

DEPUTY MINISTER: Insert the name of the deputy minister/deputy head of the submitting department or agency. The deputy minister/deputy head must sign beside his/her signature indicating he/she supports the submission.

SUMMARY: Define the problem or opportunity and provide a clear concise summary of the proposal e.g., who, what, when, where, why, and how.

BACKGROUND

Provide a description of background to current situation. This should be a concise, factual statement of events that have led to the current situation.

CURRENT SITUATION

Describe the current situation. That is, there must be issues related to the current situation that have become the impetus for this request. A description of the current situation in relation to these issues that have led to the need for this Memorandum is necessary. This section may vary in length depending on the complexity of the current situation.

OBJECTIVE

The objective should flow from the stated issue. Describe the ultimate outcome expected as a result of the action requested in the Memorandum—the results sought.

EVALUATION

State the criteria that will be used to evaluate whether or not the desired outcomes are attained. The evaluation criteria should be incorporated into the proposed policy or program such as

- criteria (e.g., effectiveness, efficiency, and administrative feasibility)

State intended outcomes and the time frame.

KEY ISSUE

Identify key issues such as

- timing issues related to meeting certain government, department, or other deadlines
- legislative and/or regulatory changes that may arise from the results of the action
- transitional issues that may result from the outcomes of the action
- changes in legislation or regulation
- restructuring of organizations
- stakeholder expectations

In some instances there may be only one or two key issues and in other instances there may be several issues. It should be noted that some of the key issues that may be identified and included in this section may be redundant to some of the other categories identified below. You may decide to list the issues in this section and indicate that more detail will be included in the corresponding sections that follow where appropriate.

CONSULTATION

Describe any consultations that have occurred, whether or not all necessary consultations have taken place, and if not why not. The stakeholders consulted should be listed, along with their positions and reasoning behind their positions. There should also be a description of how the stakeholders' input will be addressed. The type of consultation should be noted, for example, public meetings (include number and locations), focus groups, invitation to stakeholders, advertisements, etc.

In some situations, consultation may be proposed as a means to determine what action is required. If that is the case, the proposed consultation process should be outlined in detail.

ASSESSMENT OF ALTERNATIVES

Identify different options that have been considered to achieve the same outcome. Show the pros and cons of each option against the pre-established evaluation criteria (e.g., effectiveness, efficiency, cost/benefit, stakeholder reaction, ease of implementation). On the basis of this analysis, select the preferred option and provide the rationale. This should be based on the evaluation criteria outlined above. Remember, n/a is not acceptable for this section; there are always alternatives. There should be at least two alternatives, and four will most often be the most that can be dealt with practically in one submission. Do not expect to find a perfect policy alternative. Do not contrast a preferred policy with a set of "dummy" alternatives. Do not have a favourite alternative until you have evaluated all of the alternatives in terms of all the objectives. Please ensure that your alternatives are mutually exclusive.

PROPOSED ACTION AND TIMING

Set out the preferred alternative and the action plan for carrying it out. The proposed action and timing may be dependent on a number of factors, including the type of action being requested and the possible outcomes from this action. For instance, the timing of consultations for Education may be dependent on the school calendar. The timing for legislative or regulatory changes may be dependent on the schedule of the House of Assembly or the schedule of Cabinet. Timing of other activities may be dependent on elections schedules, hearings schedules, availability of stakeholders, etc.

BENEFITS/LIABILITIES

Describe the benefits and liabilities of the proposed course of action. The benefits could be drawn from the objective section in that the benefits of the action underscore the objective of the suggested action. The liabilities identify any potentially negative fallout from carrying out the identified action. This section should reflect the evaluation criteria.

IMPLICATIONS

Examine each of the eight areas for possible implications. For example, under Human Resource Implications, state the impact of the proposal on full-time equivalents (FTEs). One or more of these may be irrelevant, in which case "n/a" should be noted. For those that are applicable, two or three sentences around the related implications should be sufficient.

ECONOMIC IMPLICATIONS

RURAL NOVA SCOTIA IMPLICATIONS

SOCIAL IMPLICATIONS

TRADE IMPLICATIONS

LEGAL IMPLICATIONS

ENVIRONMENTAL IMPLICATIONS

HUMAN RESOURCE IMPLICATIONS

INFORMATION TECHNOLOGY IMPLICATIONS

FINANCIAL IMPACT

Because of the importance of this section as it relates to the government's budgeting concerns, this issue has been separated from the other potential implications identified above. This section should identify the financial implications of the action itself and any financial implications that may be incurred from decisions or policy direction derived from the action.

Address the following issues:

- funding allocation - What is the source of funding for the proposal? Is funding coming from an approved budget appropriation? Are new monies required and, if so, are monies being re-allocated from existing appropriations?
- third party funding - Are alternative funding sources being accessed? Is the province entering into contractual commitments with third parties which will impact its own financial management?
- revenue/tax implications - Is the initiative impacting a revenue stream of the province?
- impact on bottom line - Will the proposal cause a material impact on the budget estimates and, as a result, increase the deficit/reduce the surplus? Is the impact on an accrual or cash basis?
- impact on balance sheet - Will the proposal cause the province to be making a long-term financial commitment that results in an increase in assets/liabilities?

- view of investors/creditors - How will credit rating agencies and investors view the proposal? Will the net impact be seen to be positive, negative, or neutral to the current view? Is the proposal likely to have any immediate impact?
- the total cost of the program/policy by fiscal year (s)
- impacts on other expenditures (e.g., a capital expenditure may result in changes in operating costs)

Review this analysis with Finance CSU staff. Include a statement that says the financial implications have been reviewed by Finance CSU staff.

GOVERNMENT-WIDE IMPLICATIONS
Indicate consultations, if any, that were undertaken with other departments that may be affected by the action and whether or not they are in agreement with the proposed actions and what their position is. If another department will be affected in a significant way, submit a joint Memorandum.

EFFICIENCY/PRODUCTIVITY
The government is focussing on continuing to offer services in a more efficient manner. This efficiency/productivity may take differing forms including such examples as increased accountability to the Minister, less expensive options for certain programs, replacement of programs with other programs that may be more efficient or productive, etc. These are some examples of areas to identify under this section.

INTERGOVERNMENTAL IMPACT
In some instances, the action may (1) affect the federal or other provincial and territorial governments (not municipal or Aboriginal governments) or (2) require collaborative involvement with other governments, or both.

If the subject of the submission does not affect or involve the relationships, responsibilities, programs, or policies of the federal or other provincial and territorial governments, please say so.

If the subject may have different impacts on different governments, please specify what these may be.

Indicate the outcome of your consultation with the Nova Scotia Department of Intergovernmental Affairs.

Indicate consultations, if any, that were undertaken with other governments that may be affected by the action, whether or not they are in agreement with the proposed actions, and what their position is.

MUNICIPAL IMPLICATIONS
In some instances, the action requires a collaborative involvement with municipalities. This section should identify where collaboration is required or where the outcome of the action may affect municipalities. This section should also indicate what consultations, if any, were undertaken with municipalities that may be affected by the action and whether or not the municipalities are in agreement with the proposed actions and what their positions are.

OTHER ISSUES
Any other issues that may have been considered too minor for the "Key Issues" section and have not been included elsewhere may be included in this section. Consideration may be given to actions that may need to be considered in the future or for other groups, programs, etc.

COMMUNICATION ISSUES AND PLANS
A communications plan should also be attached. Carry forward the communications issues listed on the communications plan. Reference the attached communication plan for more details.

BLUEPRINT COMMITMENT
State how the proposal is related to the Blueprint Commitments. If the proposal relates to a specific commitment, quote the commitment.

If the proposal relates to a specific government priority, quote the reference and the specific priority. Examples of documents to consider are platform documents such as "Blueprint for building a better Nova Scotia," the Speech from the Throne, the government business plan, and the budget speech.

RECOMMENDATION
The recommendation should concisely summarize what is being asked of Cabinet for approval. A statement of recommendation that Cabinet approve the actions identified in the Memorandum will NOT suffice.

The stated recommendation should, whenever appropriate, concisely summarize the following:
- key policy decisions
- timing considerations for key steps (e.g., consultations to be concluded by a certain month)
- any assignment of responsibility to departments, with specification as to whether this is a lead or joint responsibility
- the specific involvement of any other departments (e.g., to be consulted with respect to a particular issue)

- the specific involvement of central agencies (e.g., a clause directing the ministry to work with CNS and TPB office on the communications strategy)
- any issues resulting from the recommendations that may come back to Executive Council and/or Executive Council Committees (e.g., for review of a business case or financial issues)

The stated recommendation should NOT include the following:

1. the broad principles or objectives underling the proposal (except if these represent a fundamental policy change and are needed to understand the specific recommendations, or if they will guide a particular action such as a consultation or negotiation.)
2. principles or objectives underlying specific recommendations
3. descriptions of intent
4. descriptions of anticipated impact
5. technical points or detailed drafting instructions (if necessary, these may be added as a Schedule)
6. detailed implementation information

Respectfully submitted,

____
Minister of ________________________

Halifax, Nova Scotia
Date

Appendix 3-E

Transactions and Interactions Guide- Finance and Treasury and Policy Board

Points of Contact
The following table identifies issues that require consultation with the Department of Finance prior to forwarding items to TPB and Executive Council.

ISSUE	PRIOR TO SUBMISSION TO TPB OR EXECUTIVE COUNCIL	ADDITIONAL INFORMATION TO BE CONSIDERED	CONSIDERATIONS PRIOR TO DECISIONS BY TPB/ EXECUTIVE COUNCIL
Capital Items • calculations of amortization, impact on operating costs	• Controller's office to review for appropriateness	• accounting treatment • impact on financial statements	• impact on financial statements
Unappropriated Financial Transactions (See Provincial Finance Act Section 59(c))	• upon receipt from the originating department/minister, the Minister of Finance submits his Report and Recommendation for Governor in Council approval	• the terms and conditions • the rationale	• impact on financial statements
Financial Statements • accounting policy impact • Income Statement impact	• Controller's Office to review for policy impact	• accounting treatment • impact on financial statements	• impact on financial statements
New Dept. Program Spending • budgetary impact • financial statement impact	• Controller's Office to review for policy impact	• accounting treatment • impact on financial statements	• impact on financial statements
Lease Arrangements • operating vs. capital	• Controller's Office to review for policy impact	• accounting treatment • impact on financial statements	• impact on financial statements
Loan Arrangements/ Guarantees • trigger grant status	• Controller's Office to review for expense impact	• accounting treatment • impact on financial statements	• impact on financial statements
Pension/LTD/PSA • policy changes	• Investments/Pensions/Treasury Services to review for appropriateness	• regulatory or legislative requirements • fiscal impacts	• impact on civil service (unions) • fiscal impact
Capital Market Activities • changes to capital market policy • decisions effecting capital markets	• Investments/Pensions/Treasury Services to review for appropriateness • fiscal impact	• possible impact on credit ratings • legislative requirement	• impact on debt service levels, fiscal impact
Investing Activities • changes to investment policy	• Investments/Pensions/Treasury Services to review for appropriateness • fiscal impact	• short term / long term impacts on cash flow • impact on investment income	• fiscal impact

Appendix 3-E

Transactions and Interactions Guide- Finance and Treasury and Policy Board

ISSUE	PRIOR TO SUBMISSION TO TPB OR EXECUTIVE COUNCIL	ADDITIONAL INFORMATION TO BE CONSIDERED	CONSIDERATIONS PRIOR TO DECISIONS BY TPB/ EXECUTIVE COUNCIL
Cash Management • changes to cash management practices	• Investments/Pensions/Treasury Services to review for appropriateness • fiscal impact	• impact on cash flow • impact on legislation	• fiscal impact
Banking Arrangements • changes to banking procedures, practices • evaluation of tender proposals	• Investments/Pensions/Treasury Services to review for appropriateness • evaluate tender proposals	• adherence to tender policy	
Credit Rating Agencies • contacts with agencies	• Investments/Pensions/Treasury Services to be the lead contact	• impact on rating	• impact on rating
Analysts and Investors • contacts with analysts and investors	• Investments/Pensions/Treasury Services to be the lead contact	• impact on rating	• impact on rating
Tax Policy • change to / introduction of new tax policy • includes any initiatives that are based on tax data	• Fiscal and Economic Policy to review the policy for appropriateness • Fiscal and Economic Policy to determine if intended rebates are linked to income, capital, payroll, sales taxation	• regulatory or legislative requirements • effect on overall provincial tax policy	• impact on provincial tax policy and provincial revenues
Tax Policy • restructuring of how the Province does business (privatization, changing agency agreements, more agency autonomy)	• Fiscal and Economic Policy to review the proposed change to determine if there are tax consequences	• impact of restructuring, Fiscal Economic Policy to advise before the final decision is made • does the initiative involve agreements between the proposing department and federal finance or CCRA	• impact on provincial tax policy and provincial revenues
Tax Policy • assistance to business	• Fiscal and Economic Policy to review assistance for tax consequences	• impact on business, tax claw backs • Fiscal Economic Policy to advise before the final decision is made	• impact on provincial tax policy and provincial revenues

Issue	Prior to Submission to TPB or Executive Council	Additional Information to be Considered	Considerations prior to Decisions by TPB/ Executive Council
Revenue • revenue generating initiatives both general revenue and user fees	• Fiscal and Economic Policy to review assistance for tax consequences	• if user fees are proposed do they require legislation • does the proposal reduce revenues to the province • do the new revenue sources need to be included in the revenue forecast	• impact on provincial revenues • classification of revenue • do the level of fees exceed the cost of delivering the service
Federal -Provincial • impact of proposal/policy on federal-provincial arrangements	• Fiscal Economic Policy to review for impacts • inclusion in the cost sharing inventory	• impact on CHST, equalization, tax collection agreements • does the proposal involve any agreements between federal finance or CCRA	• impact on revenues

Appendix 3-F Sample Order In Council

Executive
Council
Nova Scotia

A certified copy of an Order in Council dated January 23, 2004.

2004-9

The Governor in Council on the report and recommendation of the President of the Executive Council dated January 7, 2004, is pleased to authorize the Clerk of the Executive Council to deliver to the Provincial Archives, for safekeeping, the following documents:

> ORDERS IN COUNCIL: Copies of Orders in Council recommended to Her Honour the Lieutenant Governor for execution and originally signed by Members of the Executive Council during the calendar year 2003, which Orders in Council are contained in a box bearing the following:
>
> ORDERS IN COUNCIL 2003-1 TO 2003-561
> January 16, 2003 to December 19, 2003.

Certified to be a true copy
Alison Scott
Alison Scott
Clerk of the Executive Council

Appendix 3-G Intergovernmental Agreements Assessment Check-list

Under Section 6 of the *Public Service Act*, a Member of Executive Council requires Governor in Council approval to enter into an agreement with the Government of Canada or the government of a province or agency thereof.

The following check-list has been developed to assist departments in assessing whether to propose that a Member of the Executive Council enter into an agreement with the Government of Canada or the government of a province or territory. This check-list is not Executive Council/TPB required documentation. It is a tool for departments to use in assessing the strength of the proposal and of the supporting material.

Relation to Provincial Policy and Budgetary Objectives

- ☐ Would the federal funding advance the province's own policy objectives?
- ☐ Is there a strategic relationship to broader economic or social goals of the province as expressed in the provincial business plan, budget, and other documents related to the government's agenda?
- ☐ Would the required provincial funding commitment to the federal funding initiative be consistent with the fiscal plan of the province?
- ☐ Will the fiscal value significantly benefit the province's fiscal situation?
- ☐ Can provincial participation be funded under the department's current operating budget?
- ☐ Would implementation of the agreement significantly alter or change current program or service delivery by the participating department?

Terms of an Agreement (if proposed by the federal government)

- ☐ Is this a new agreement?
- ☐ Is this a renewal of an existing agreement?
- ☐ If a renewal are the terms and conditions:
  - ☐ more favourable?
  - ☐ unchanged?
  - ☐ less favourable?
- ☐ What is the term of the agreement? Provide categories to choose from for the time period - For example:
  - ☐ One year or less
  - ☐ 2–3 years
  - ☐ 4–5 years
  - ☐ 6–10 years
  - ☐ more than 10 years
- ☐ Are there provisions with cost implications beyond the term of the agreement? What are they?

☐ Are there other implications beyond the terms of the agreement? (e.g., administrative, operational, regulatory, impacts on other agencies/jurisdictions) If so, what are they? ____________________

____

____

Nature of a Provincial Proposal to the Federal Government

☐ Identify and assess the strength of the supporting materials (e.g., cost-benefit analysis, statistical evidence, risk assessment, results of program evaluation)

☐ Is the proposal compatible with known federal objectives?

Impact on Other Departments or Agencies

☐ Does the proposal enhance Nova Scotia's ability to lever improved cooperation in another area (whether the proposal is accepted or rejected by the federal government)?

☐ Does the proposal negatively influence other federal-provincial or interprovincial negotiations and processes?

☐ If there are potential positive impacts on the policy and budgetary responsibilities of other departments or agencies, or on negotiations they may be undertaking, have those departments or agencies been consulted? What are their views?

____

____

____

☐ If there are potential negative impacts on the policy and budgetary responsibilities of other departments or agencies, or on negotiations they may be undertaking, have those departments or agencies been consulted? What are their views?

____

____

____

Recognition of the Province's Financial Circumstances and Needs

☐ Under the proposed agreement, would the federal government recognize existing provincial funding as our contribution towards any cost-sharing arrangements?

☐ Is the agreement or proposal consistent with the provisions of the Social Union Framework Agreement that funding arrangements be equitable and reflect the diverse needs and circumstances of the province?

Opportunity for Alliances

☐ Is there an opportunity to develop alliances with other departments or agencies?

☐ Is there an opportunity to develop alliances with other jurisdictions to ensure a stronger voice at the negotiating table?

Final Considerations: Cost/Benefit Analysis

☐ Would the funding arrangement be stable and predictable? For how long?

☐ Is the project, program, or activity sustainable (in all senses, including both the province's ability to sustain a program beyond the federal cut-off date, *and* sustainable resource management)?

☐ Are there long term benefits?
What are they? ______

☐ Are there long term costs?
What are they? ______

☐ Do the benefits outweigh the costs?

☐ Is the federal funding program likely to raise the expectations of... which will cause difficulties for the province and the municipalities, etc., when the funding is discontinued?
  ☐ municipalities ______
  ☐ communities ______
  ☐ businesses or organizations ______

☐ What are the risks of signing this agreement? ______

Appendix 3-H How Regulations Are Prepared

The power to make regulations is contained in a statute (act) made by the Legislature. The act enables the regulation making authority (usually either the Governor in Council (Executive Council + the Lieutenant Governor), a minister, or a board or commission, or some combination of them) to make regulations for specific reasons or about a subject matter listed in the enabling section of the act.

The *Regulations Act* requires all regulations to be filed with the Registrar of Regulations and to be published, with some exceptions, in the Royal Gazette Part II. Regulations are not effective until the date of filing unless a future date is specified or the act allows effect retroactively.

The regulatory process itself is usually initiated by the department of the minister responsible for the administration of the act. At this point, the department uses the Regulations (Red Tape Reduction) Criteria Checklist (Appendix 3-E) as a tool to determine if regulations are needed and are the best intervention. The Criteria Check List is a tool to assist departments as they are developing new regulations and for the ongoing review of existing regulations that impact business. It should cause departments to conduct rigorous policy assessment that includes the impacts and benefits of the proposal.

If it is determined that regulations are the best intervention, either instructions for drafting or actual drafts of the proposed regulations are prepared by department staff, who usually work with the solicitor assigned to that department by the Department of Justice.

From this point on in the process, the draft regulations take different paths, depending on how they are authorized to be made by their enabling acts.

According to the *Interpretation Act*, the power to make regulations also includes the power to amend or repeal regulations, and the process remains the same for all. Therefore, where the word "regulations" is used in the following descriptions, it also includes amendments to regulations and repeals of regulations.

Regulations made or approved by the Governor in Council
When the draft regulations are in a form satisfactory to the department and the solicitor assigned by the Department of Justice, the solicitor approves them on behalf of the Attorney General as to their form and the legal authority under which they are made, in accordance with the *Regulations Act*. The regulations are then sent to the Registrar of Regulations for further review as to form under the *Regulations Act*.

The Registry edits the draft regulations to ensure compliance with the Department of Justice's *Style and Procedure Manual*, making sure that the regulations are consistent with existing regulations, ensuring consistency of form and language, and commenting on any matters that may require reconsideration by the department or the solicitor.

Once regulations have been approved as to form and authority by the solicitor and as to form by the Registrar of Regulations, they are also signed by the minister responsible and forwarded to the Executive Council Office along with a Report and Recommendation, a Regulations Analysis Form, Regulations (Red Tape Reduction) Criteria Check list, Briefing Note, and the Communications Plan. Executive Council logs it as being received and forwards it to Treasury and Policy Board Office for a staff assessment before it is submitted to Executive Council for review and approval. On the recommendation of Executive Council, regulations are delivered to the Lieutenant Governor for approval.

Once the regulations have been made or approved by the Lieutenant Governor, the Order in Council, the regulations, and, if applicable, the Order of the Minister or regulation-making body are returned to the Registrar of Regulations for filing and publication in the next issue of the Royal Gazette Part II.

Regulations made by or approved by the Minister *(without Governor in Council approval)*
When the draft regulations are in a form satisfactory to the department and the solicitor assigned by the Department of Justice, they are forwarded to the minister responsible in the form of an order for the minister's review and approval. Upon approval, the minister signs and dates the order to give effect to the regulations. The Ministerial Order and regulations are then forwarded to the Registrar of Regulations for filing and publication in the next issue of the Royal Gazette Part II.

Regulations made by an agency, board, commission, or other body *(without Governor in Council approval)*
In this scenario, the regulation-making body initiates the process and then, depending on the circumstances, may work together with the department's staff and solicitor, or prepare the regulations themselves. Once finalized, the order of the regulation-making body is signed and forwarded together with the regulations to the Registrar of Regulations for filing and publication in the next issue of the Royal Gazette Part II.

Appendix 3-I

[Advice to Executive Council]

REGULATIONS ANALYSIS FORM

Subject: The same subject as that used for "Subject" on the accompanying Report and Recommendation.
Date: This document should be dated the same day as the Minister signs and dates the accompanying Report and Recommendation.

Current	Proposed	Analysis
Provide actual regulations including the exact numbering and wording.	Provide the exact wording and numbering of the amended regulations. If a new regulation, provide the exact wording and numbering that is being added. If a repeal of a regulation, provide the exact wording and numbering that is being repealed.	The analysis is drawn from the body of the R&R but presented in non legal terms. It should include: • an explanation of the change and why it is recommended • the beneficial outcomes and possible negative outcomes that may be attained • how these changes will impact the stakeholders.

* If Regulation is being established, please quote regulation under Proposed and provide explanation under Analysis.

Appendix 3-J

REGULATION (RED TAPE REDUCTION) CRITERIA CHECK LIST

STRICTLY CONFIDENTIAL - ADVICE TO EXECUTIVE COUNCIL

DEPARTMENT:

DATE OF REQUEST:

PROVIDE A SUMMARY OF THE PROPOSED REQUEST. Indicate whether it is a new regulation(s) or an amendment to existing regulation(s) . Give the name of the Act.

PERSON TO CONTACT FOR DETAILED INFORMATION:

TELEPHONE:

SIGNATURE OF DEPUTY MINISTER

SIGNATURE OF MINISTER

DATE

PLEASE ANSWER ALL QUESTIONS. DO NOT ANSWER BY REFERENCE TO DRAFT BILL OR INSTRUCTIONS

1. BACKGROUND

A. Regulation(s) recommended by:

☐ Department
and/or

☐ Other (Specify) ______________________________

Legislation supported by: (attach any relevant documentation)

B. Has Regulation(s) been previously requested?

☐ NO

☐ YES (specify years) ____________________

__________**Why did the regulation(s) not go forward?**

C. Will this regulation(s) and any subsequent regulations increase red tape in Nova Scotia?

CHECK LIST	SUPPORTING DATA	
1. Is the proposed regulation absolutely necessary?		
➢ What is the problem that is to be solved?		
➢ What is being proposed / goal?		
➢ Are there alternatives to the regulation, e.g., voluntary schemes, codes of practice, self regulation, procedures, improved information?		
➢ Is this a new problem or a past continuing problem?		
➢ How will we measure achievement of goal?		
2. Who is affected and, in the recent past, have comprehensive consultations been undertaken with those affected and have realistic alternatives been explored?		
➢ Give the general scope of who is affected by the regulations (winners and losers).		
➢ Who was consulted and how?		
➢ What were the positions expressed?		
➢ Were all affected groups consulted? Who was not and why?		
3. Does the regulation enhance, is it neutral to, or is it an impediment to Nova Scotia's competitiveness?		
➢ How do other jurisdictions deal with the problem?		
➢ Are Nova Scotia's requirements and standards similar or stiffer than in other jurisdictions?		

CHECK LIST	SUPPORTING DATA	
➢ Has the regulation been tested to see if stakeholders understand it and to ensure that it meets the Registry of Regulations' Style and procedures Manual?		
➢ What are cost impacts to those who have to comply?		
➢ To what extent does it increase regulatory burden?		
➢ Does regulation create a competitive advantage or disadvantage for particular groups?		
➢ Does this cost vary with location, e.g., metro or rural?		
➢ Does this cost impact vary with size of operation?		
4. Do the benefits of the regulation outweigh the risks or consequences without the regulation?		
➢ What are the benefits? Please quantify.		
➢ What are the risks of not regulating?		
➢ Does Government have resources to enforce and are regs enforceable?		
5. Can the regulation be administered efficiently with minimal procedures and paperwork?		
➢ Is there overlap or duplication with other ministries, federal government, or municipalities?		
➢ Has the number of government agencies involved in regulating this area been minimized?		
➢ Has consideration been given to exemption or simplified procedures for small business or rural areas?		

CHECK LIST	SUPPORTING DATA	
➢ Is the legislation and the proposed regulation compatible with the government's proposed e-commerce system?		
6. Review and Follow-up		
➢ If a predetermined date was established by which the effectiveness and impact of the measure was to be reviewed, who is to be consulted on the review and how?		

Appendix 3-K *Advice to Executive Council*

CONFIDENTIAL

BRIEFING NOTE

{Department Which Prepared}

Event Name or Issue Name: ____________________________________

KEY MESSAGE:

- *{One to three talking points, primary message first. Prepared with or by Communications staff}*

CURRENT SITUATION:

- *{Short intro to describe the issue or situation - should also indicate action underway}*

BACKGROUND:

- *{History of the issue including any related issues}*

RECOMMENDATION/ADVICE (if appropriate):

- *{Includes what staff would suggest needs to be done in response to the issue/situation - could include options for Executive Council if appropriate}*

PREPARED BY: **(name/title/phone number)**
DATE: **(date)**
CONTACT: **(name/title/phone number)**

Appendix 3-L Intent of the *Freedom of Information and Protection of Privacy Act*

The overall intent of the Nova Scotia *Freedom of Information and Protection of Privacy Act* is the following:

1. ensure that public bodies are fully accountable to the public by
    - (i) giving the public a right of access to records
    - (ii) giving individuals a right of access to, and a right to correction of, personal information about themselves
    - (iii) specifying limited exceptions to the rights of access
    - (iv) preventing the unauthorized collection, use, or disclosure of personal information by public bodies, and
    - (v) providing for an independent review of decisions made pursuant to this Act
2. provide for the disclosure of all government information (with limited exemptions) to
    - (i) facilitate informed public participation in policy formulation
    - (ii) ensure fairness in government decision-making
    - (iii) permit the airing and reconciliation of divergent views
3. protect the privacy of individuals with respect to personal information about themselves as well as providing access by individuals to their own personal information, and preventing unauthorized collection, use, and disclosure of personal information.

The FOIPOP Act provides for the disclosure of all government information. There are limited and specified exceptions to the rights of access:

1. PUBLIC PRIVATE PARTNERSHIPS (Section 5(2A))

Under Section 5(2A) "public private partnership" contracts are required to be disclosed with some exceptions. These are executive contracts and must involve a substantial transfer of risk to a person, including a risk related to the operation or financing or both of government activities and the contract must be designated through the appropriate procedures of the public body within particular time limits. However, the disclosure requirement does not include trade secrets, financial and business information of the contracting party, or any records that would endanger the health or safety of persons or groups of persons.

2. INTERGOVERNMENTAL AFFAIRS (Section 12)

If the head of the public body believes that information has been received in confidence from another government in Canada or that disclosure of the information could reasonably be expected to harm intergovernmental relations, then the information may be withheld. Records more than fifteen years old are not covered. Consent of the Governor-in-Council is required to release records to which the exemption applies.

3. DELIBERATIONS OF EXECUTIVE COUNCIL (Section 13)

The department head may refuse to disclose information revealing the substance of Executive Council deliberations including advice, recommendations, policy considerations, draft legislation or regulations. Information in records over ten years old are not covered, nor is background information whose purpose is to present explanations or analysis and used to make a decision, if that decision has been made public, implemented, or it has been more than five years since the decision was made or considered. A definition of background information is contained in Section 3.

4. ADVICE TO PUBLIC BODY OF MINISTER (Section 14)

The head has the option of refusing to release information that would reveal advice, recommendations, or draft regulations. This does not apply to background information or information more than five years old. However, background information does not include a program proposal or a proposal to change a program, if the proposal has not yet been approved or rejected.

5. LAW ENFORCEMENT (Section 15)

This discretionary exemption applies to a broad range of information which has a connection to law enforcement activities, trials, law suits, adjudications, and security arrangements. For specific law enforcement information that may be exempt, please refer to Section 15 of the Act. The exception may not be used to withhold from an applicant the reasons for a decision not to prosecute if the applicant is aware of a police investigation. See the sample letter on page 59 for special procedures to be used under clause 7(2)(c) where appropriate in responding to an application for information which may be exempted under Section 15. This involved information to which the exemption applies, but under Section 7(2)(c), its existence can be neither confirmed nor denied.

6. SOLICITOR-CLIENT PRIVILEGE (Section 16)

The head may choose to withhold information covered by solicitor-client privilege, which is the same privilege as that available at common law.

All direct communications between a solicitor and client or their agents/employees made for the purpose of obtaining professional legal advice or in contemplation of litigation is subject to solicitor-client privilege. Factors that have been considered by the Review Officer are noted in Review Reports 97-75 and 97-76.

Solicitor-client privilege can be waived only by the client. The advice and opinion of the solicitor should be obtained before any waiver of privilege is contemplated.

7. FINANCIAL OR ECONOMIC INTERESTS (Section 17)

Information which could harm the financial or economic interests of the "public body" need not be disclosed. The exemption provides a list of examples of types of information that may be withheld. Included are negotiations of the public body and the possible premature disclosure of projects or proposals. However, for the exemption to be legitimately invoked, there must be damage to the financial or economic interests of the province. If the information is in the form of product or environmental testing carried out by or for the public body, the information must (with two rare exceptions) be released.

8. HEALTH AND SAFETY (Section 18)

If the department head feels disclosure would hurt anyone (including the applicant) physically or mentally, or interfere with public safety, then the information may be withheld.

9. CONSERVATION (Section 19)

The department head can choose to refuse the release of information that might damage various heritage or natural sites, or endangered species or resources.

10. CLOSED MEETINGS OF LOCAL PUBLIC BODIES (Section 19A)

Where an "enactment" authorizes a meeting of a local public body (i.e., university, school board, or hospital) to be held in camera, the public body may refuse to disclose information that would reveal the "substance of deliberations" of the meeting. It may also refuse to disclose draft resolutions, by-laws, or other "legal instruments." The exemption does not apply if the material has been considered later in an open meeting or 15 years have passed.

11. ACADEMIC RESEARCH (Section 19B)

Details of "academic research" conducted by an "employee" of the "public body" in the course of their employment may also be exempted. However, the exemption does not extend to the title of the research project and the amount of funding.

12. CERTAIN UNIVERSITY PERSONAL INFORMATION (Section 19C)

Evaluative or opinion material "in the custody or under the control" of a university and compiled solely for the purpose of determining an applicant's suitability for appointment, promotion, tenure, academic program admission, or an honour or award, may also be exempted.

13. CERTAIN HOSPITAL RECORDS (Section 19D)

Hospital records, except patient records, used for or arising from any study, research, or program for the purpose of education or improvement in medical care or practice may also be exempted. This provision is similar to Section 60(1) of the *Nova Scotia Evidence Act*, but applies to records rather than the compellability of an individual to testify in any legal proceeding.

14. LABOUR CONCILIATION RECORDS (Section 19E)

Records relating to information of any kind obtained by a conciliation board, conciliation officer or mediator, or certain specified officers appointed under certain statutes may also be exempted. Also, reports, testimony, or proceedings may also be exempted if they meet certain conditions under the section.

15. PERSONAL INFORMATION (Section 20)

Personal information must not be released to an applicant if it would be an "unreasonable invasion of a third party's personal privacy." Section 20 goes into great detail about what factors are to be considered, as well as what presumptions and deeming provisions relative to an "unreasonable invasion of a third party's personal privacy." If you refuse to disclose personal information supplied in confidence about an application by a third party, under subsection 20(5) you are required to give a summary of the information unless it identifies the third party. The third party may also be allowed to prepare that summary.

16. CONFIDENTIAL BUSINESS INFORMATION (Section 21)

This is also a mandatory exemption it applies to the records subject to the application. For this exemption to apply, the records must meet a three-part test. The records must meet the definition of Section 21(1)(a),(b) and (c). Confidential business information is also treated in the same way as personal information for purposes of third party notice. See page 18 for the procedure. Routine inspections are not considered confidential information. It should be noted, as well, that information prepared or obtained for a tax return must not be disclosed.

Appendix 3-M **ADVICE TO EXECUTIVE COUNCIL**

Ministerial Appointment Form

Nova Scotia

Number:
Dept.:
Date:

Subject:	Include a short description of the appointment proposed
Submitted By:	State the name and portfolio of the Minister concerned
Prepared By:	Insert the name and title of the person who prepared the request so he/she can be consulted for further information, if necessary.
Reviewed By:	Indicate the name and title of the Director of Finance or senior financial staff who has reviewed the proposal so he/she can be consulted on the financial implications and funding source.
Deputy Minister:	Name the deputy minister/deputy head of the department that prepared the document to ensure that the he/she is aware of the submission. The deputy minister/deputy head must sign beside his/her signature indicating that he/she supports the submission. In the absence of such signature, the Clerk will confirm the submission of the Ministerial Appointment with the appropriate official or Minister.

APPROVALS ____________________ Attorney General Approved as to Form and Authority	**NAME OF BOARD:**
The Clerk of the Executive Council Office Date Rec'd ____________ **Received for information by Executive Council** ____________________ Date ____________	

NOVA SCOTIA

Appendix 3-N

Form "A" Recommended Appointment to Agency, Board or Commission

Name of Agency, Board or Commission ______________________________

Title of Position for Appointment ______________________________

Authority for Appointment ______________________________
(Please cite statute, regulation, etc. by title and refer to relevant section.)

Particulars of Recommended Appointee

Name ______________________________

Address ______________________________

____

Telephone: Bus. Res. Other ______________________________
(Please specify - fax, cottage, car)

Is this a reappointment? __Yes__No Number of previous terms served: ________ Number of previous years served: ________

Nature of Duties ______________________________
(Brief description)

____

____

Qualifications ______________________________
(Refer to expertise and representation (i.e. culture, gender, ethnic, regional) required for position, and specific qualifications of recommended appointee. Attach résumé, if available.)

Current Composition of Agency/Board/Commission ______________________________
(Where relevant identify gender, regional representation, etc., experts or persons with experience similar to the applicant.)

If candidate for appointment has been nominated by an organization ______________________________
(Please indicate details.)

____

____

If request is for Governor in Council approval of appointment made by another organization ______________________________
(Please indicate details.)

____

____

Term of Appointment ______________________________
Date (beginning) Duration (length)

Time commitment expected ______________________________
(Number and duration of meetings, etc.)

Remuneration ______________________________
(Specify whether already set or new recommendation.)

This Appointment is recommended subject to approval by the Human Resources Committee of the House of Assembly.

______________ ______________________________
Date **Minister**

This Appointment is recommended subject to approval by the Human Resources Committee of the House of Assembly.

______________ ______________________________
Date **Executive Council**

This Appointment is ______________ approved by the Human Resources Committee of the House of Assembly.

______________ ______________________________
Date **Chair**

Appendix 3-O STANDING COMMITTEE ON HUMAN RESOURCES GUIDELINES

1. **Name of candidate.**

____

2. **Name of Agency, Board, or Commission (ABC) and the function of the ABC.**

____

3. **What qualifications are necessary to be a member of this ABC?**

____

4. **In what respect does this candidate satisfy the qualifications described in question #3?**

____

5. **Does the ABC currently meet the affirmative action and gender equality policies of the government?**

____

6. **What is the current remuneration for this position on the ABC?**

____

7. **If the current remuneration is under review, what was the last known remuneration for this position?**

____

8. **If the answer to question #6 is $100 or more per day, a current resume or CV of the applicant must be attached to this form!**

____

** ***Please note*** *that the information reviewed on any resume or CV will be completed by the Committee "in-camera" and not released to the media excepting that should the applicant be the successful candidate to the position on the ABC. If successful, the resume will be open to public scrutiny.*

9. **Was this vacant position advertised within the last 12 months? Please describe in detail when the ad was published and where these advertisements occurred.**

____

10. **How many responses came from the advertisements?**

____

11. **Was this person solicited to apply for this position?**

____

12. **If applicable, list any special circumstances that the department feels the committee should be aware of when considering this appointment. (Letters from the Minister or ABC can be attached)**

____

13. **It is my opinion as the Minister responsible for the ABC that from the candidates that applied to the position that this is the best qualified person to carry out the duties of this position.**

____

____________________	____________________
Date	**Signature**

Please note *that "not applicable" (n/a) is not considered to be an answer to any of the above questions.*

Please note *that these guidelines may have what some would view as similar information to that contained on the Form "A," however, if both the guidelines and the Form "A" are not filled out in their entirety, the Standing Committee on Human Resources will not approve the appointment.*

Appendix 3-P

TRANSACTION GUIDE

Transaction	Department Solicitor or Department of Justice	Executive Council Office	Treasury & Policy Board Office	Documentation Required	Comments	Executive Council
Major Corporate Policy	Not unless there is a legal implication	No	Yes	Memorandum to Executive Council Supporting documentation Briefing Note Communications Plan	Proposal may first be considered by TPB and subsequently referred to Executive Council for final approval.	If referred by TPB
Appointments to Agencies, Boards and Commissions	Yes	Yes	Yes	R&R/Ministerial Appointment Form Resume Form "A" (for each appointment) Standing Committee on HR Guidelines (if required). Briefing Note Communications Plan	Where required the recommendation of Executive Council will be referred to the Standing Committee of the House on Human Resources.	Yes
Regulations	Yes	Yes	Yes	R&R Comparison of old and new Regulations with explanation of changes, or explanation of new Regulations Regulations Analysis Form Regulation (Red Tape Reduction) Criteria Check List Briefing Note Communications Plan	All requests to establish, amend, or repeal regulations require TPB office recommendation to the Governor in Council. Regulations approved by Executive Council will be directed to the Registry Regulations. The Regulation(Red Tape Reduction) Criteria Check List is a tool to assist departments as they are developing new regulations and for the ongoing review of existing regulations that impact business. It should cause departments to conduct rigorous policy assessment that includes the impacts and benefits of the proposal. Note: Minor housekeeping amendments do not require the RTR Check List.	Yes
Agreements with the Government of Canada or the government of a province or agency.	Yes	Yes	Yes	Report and Recommendation (R&R) Supporting documentation including: Project Proposal including terms and conditions Briefing Note Communications Plan	Under Section 6 of the *Public Service Act*, a Member of Executive Council requires Governor in Council approval to enter into an agreement with the Government of Canada or the government of a province or agency. Before submitting a proposal to Executive Council that has intergovernmental implications (federal or other provincial and territorial governments—not municipal or Aboriginal governments), departments are to consult with the Department of Intergovernmental Affairs. The outcome of the consultation must be documented in the formal submission (R&R) to Executive Council.	Yes

TRANSACTION GUIDE

Transaction	Department Solicitor or Department of Justice	Executive Council Office	Treasury & Policy Board Office	Documentation Required	Comments	Executive Council
Major Reorganization, Restructuring	Not unless there is a legal implication	No	Yes	Memorandum to Executive Council, Supporting documentation including: Briefing Note Communications Plan Existing organizational charts, Proposed organizational charts	Major organizational and structural changes require Treasury & Policy Board approval prior to implementation. TPB may refer proposed to Executive Council for final approval.	If referred by TPB
New Programs	No	No	Yes	Memorandum to Executive Council / TPB supporting documentation Briefing Note Communications Plan	All proposals for new programs should be referred to TPB even if approved in budget.	If referred by TPB
Business Process Re-engineering	No	No	Yes	Memorandum to Executive Council Supporting documentation Briefing Note Communications Plan	All major business process re-engineering items should be directed to TPB.	If referred by TPB
Personal Services Contracts	Yes	No	Yes	Memorandum to Executive Council Supporting Documentation Briefing Note Communications Plan	The Personal Services Contract Regulations made pursuant to the *Public Service Act* require approval of Treasury and Policy Board or Executive Council for personal services contracts entered into by departments, offices or government agencies that contain total compensation over $120,000. Personal services contracts entered into by a department, office or government agency containing total compensation less than $120,000 must follow a separate approval process. Please see the Personal Services Contract Regulations and Chapter 2.3 of Management Manual 500 for further information on the approval of personal service contracts.	Yes
Transactions Requiring Governor in Council Approval	Yes	Yes	Yes	R&R Supporting documentation Briefing Note Communications Plan		Yes
Expropriation	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan Map		Yes

Appendix 3-P

TRANSACTION GUIDE

Transaction	Department Solicitor or Department of Justice	Executive Council Office	Treasury & Policy Board Office	Documentation Required	Comments	Executive Council
Section 37	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan Map		Yes
Additional Highway Appropriations	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan Map		Yes
Agreements related to Sidewalks/Highways	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan Map		Yes
Land Sale	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan Map	**TPB approval is not required when all of the following conditions occur:** • **total land area of less than 25 acres** • **the appraised market value is less than $25,000** • **land is sold at the appraised market value or better; or land is purchased for the appraised market value or less** • **the transaction has the approval of the Minister of the department involved**	Yes
Land Purchase	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan Map		Yes
Land Exchange • Straight	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan Map		Yes
• Value Added	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan Map		Yes

Appendix 3-P

TRANSACTION GUIDE

Transaction	Department Solicitor or Department of Justice	Executive Council Office	Treasury & Policy Board Office	Documentation Required	Comments	Executive Council
Rights of Way	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan Map		Yes
Easement	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan Map		Yes
Rescind or Alter Land OIC	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan Map		Yes
Conveyances	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan Map		Yes
Extinguished Highway Lands	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan Map		Yes
Land Lease • In	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan Map		Yes
• Out	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan Map		Yes

TRANSACTION GUIDE

Transaction	Department Solicitor or Department of Justice	Executive Council Office	Treasury & Policy Board Office	Documentation Required	Comments	Executive Council
Loan Guarantees	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan	Department of Finance should be consulted on financial implications. All loan guarantees require the signature of the Minister of Finance.	Yes
Industrial Expansion Fund	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan	Department of Finance should be consulted on financial implications. All loan guarantees require the signature of the Minister of Finance.	Yes
N.S. Business Inc.						
• <$3,000,000	Yes	No	No	Established by regulation.		No
• >$3,000,000	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan	Department of Finance should be consulted on financial implications. All loan guarantees require the signature of the Minister of Finance.	Yes
N.S. Farm Loan Board						
• <$1,000,000	Yes	No	No	Established by regulation.		No
• >$1,000,000	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan	Department of Finance should be consulted on financial implications. All loan guarantees require the signature of the Minister of Finance.	Yes
N.S. Fisheries Loan Board						
• <$500,000	Yes	No	No	Established by regulation.		No
• >$500,000	Yes	Yes	Yes	R&R Supporting Documentation Briefing Note Communications Plan	Department of Finance should be consulted on financial implications. All loan guarantees require the signature of the Minister of Finance.	Yes
Corporate Administrative Policies and Procedures	Yes	No	Yes	Memorandum to Executive Council Supporting Documentation Briefing Note Communications Plan Draft Corporate Administrative Policy	All new corporate administrative policies, as well as any material revisions and repeal of corporate administrative policies, require TPB/Executive Council approval. Departments must submit the proposed corporate policy (following the Template for Corporate Administrative Policy Submissions, Appendix 3-R) with the Memorandum to Executive Council along with other required supporting documentation. (See 1.2 Management Manual Policy <http://www.gov.ns.ca/tpb/manuals/100ManagementGuide.htm>)	Yes

Agenda Item #____________
Date: ____________
Give the date this will be on the Cabinet or Cabinet Committee agenda

Department	State the Department, Agency, Public Service Entity (PSE), etc.
Subject:	Give the subject of the submission in a succinct manner, but so that Ministers can glean the topic. Often, the topic on the submission is appropriate.

Background

1. Begin numbered paragraphs here and continue through the remainder of the document.

2. State the background information that brought about the submission. Be concise—usually a few paragraphs is plenty.

3. Do not include anything you wouldn't want to be FOIPOPed—such things are not background in most cases, so be sure to consider if it really is background.

Proposal

4. Describe the problem the proposal is intending to address and state what the department is requesting. This does not have to be as it is set out in the submission. It may not be clear in the submission. State it so ministers can understand. It is not necessary to cite sections of acts if that is cumbersome—understanding is the key.

Government Agenda

5. State how this submission relates to the corporate agenda or government priorities, or both. Consider the Blueprint, Speech from the Throne, Corporate and departmental business plans.

Financial Considerations

6. State how this request will affect the financial state of the province and department. Give the details, in dollar amounts, for the current and future years.

7. The financial analyst should either complete this section or approve it. Also, the financial analyst should decide if Department of Finance advice is necessary.

Analysis

8. This section was formerly titled "Other Considerations." It should include all relevant issues not covered above that led you to your assessment (e.g., social, economic, stakeholders, consultations, alternatives, legal implications).

Assessment

9. Give your overall conclusion on the issue(s).
Explain if the proposal will
   - ☐ achieve the desired results or not
   - ☐ be easily implemented
   - ☐ be affordable
   - ☐ complement or conflict with other policies or priorities

   Conclude with your recommendation
   - ☐ recommended as submitted
   - ☐ recommended with conditions
   - ☐ not recommended

   This should lead to your final statement of whether the item is recommended. If you do not specifically state "recommended," give the reasons why, the changes you suggest, or the conditions you suggest for approval.

Sign your name here
Type your name here

Notes:
- Don't take sections out—just say N/A.
- Keep it to one page if at all possible.
- Both the Financial and Policy Analyst assigned must review each submission.

Appendix 3-R

Template for Corporate Administrative Policy Submissions

Policy Statement

A clear, concise statement of the government's policy. It may be formed around a course of action the government wishes to take.

Definitions

A statement of the meaning of words which are used in the policy which require specificity. *(if required)*

Policy Objectives

States the end result that the policy is trying to accomplish or achieve. The objectives are more specific in terms of what government wants to achieve through the development of the policy.

Application

Indicates to whom the policy applies, including the legislation which governs applicability.

Policy Directives

Binding policy requirements that must be followed. Directives are detailed, remove discretion, and are subject to audit.

Policy Guidelines

Non-mandatory recommendations which facilitate discretion and suggest a preferred course of action.

Accountability

Responsibility for objectives which links policy to the resources / positions responsible.

Monitoring

Designates who will monitor the policy's implementation, performance, and effectiveness.

References

A list of all related legislation and other policies which should be consulted or implemented in conjunction with the policy.

Enquiries

Contact information for the staff position(s) to whom questions are to be directed.

Appendices

Mandatory technical details, specialized glossaries, sample forms, and other relevant information.

Policy History

Approval date
Approved by
Effective date

Appendix 3-S

ADVICE TO EXECUTIVE COUNCIL

MEMORANDUM
TO EXECUTIVE COUNCIL

NUMBER:
DEPT:
DATE:

SUBJECT: *Request for Legislation - Amendments to * Act or new * Act*

SUBMITTED BY:

PREPARED BY:

REVIEWED BY: *Director of Finance*

Departmental Solicitor

(Must be initialled by both)

DEPUTY MINISTER:

SUMMARY:
*The Executive Council is being asked to approve amendments to the * Act to **

or

*The Executive Council is being asked to approved a new * Act *.*

BACKGROUND
- *include whether legislation has been previously requested and if so, why it did not go forward*
- *include whether the proposal has been previously considered, from a policy perspective, by Executive Council or a Cabinet Committee*
- *include needs that give rise to the legislation (e.g., response to a court decision)*
- *include what is done in other provinces*

CURRENT SITUATION

OBJECTIVE

EVALUATION
- *include specifics of proposal*
- *include specific benefits of the proposal*

KEY ISSUE
- *address issues such as a need for a particular proclamation date or consequential amendments or issues with key stakeholders, etc.*

CONSULTATION
- *identify stakeholders which have been or should be consulted*
- *detail consultation that has been done to date and plans for consultation*

ASSESSMENT OF ALTERNATIVES
- *identify and assess options—enact legislation/amendments, leave as status quo*

PROPOSED ACTION AND TIMING
- *identify in which sitting the department would like to have the proposal move forward*

BENEFITS/LIABILITIES
- *identify who will benefit from the proposal and why they will benefit*
- *identify who will not benefit from the proposal and why*

IMPLICATIONS

ECONOMIC IMPLICATIONS

RURAL NOVA SCOTIA IMPLICATIONS

SOCIAL IMPLICATIONS

TRADE IMPLICATIONS

LEGAL IMPLICATIONS

– identify whether there is an alternative to achieving objective other than legislation (i.e., regulations or policy, etc.)

– should include a statement that there are no outstanding legal issues with respect to the proposal.

ENVIRONMENTAL IMPLICATIONS

HUMAN RESOURCE IMPLICATIONS

– identify whether the proposal will result in an increase in FTEs

INFORMATION TECHNOLOGY IMPLICATIONS

FINANCIAL IMPACT

– identify whether the proposal is a result of a policy directive resulting from the budget process

– identify whether there will be an increase or decrease in capital or operating expenditures as a result of the proposal

– identify whether the proposal will result in increased expenditures

GOVERNMENT-WIDE IMPLICATIONS

EFFICIENCY/PRODUCTIVITY

INTERGOVERNMENTAL IMPACT

MUNICIPAL IMPLICATIONS

OTHER ISSUES

COMMUNICATION ISSUES AND PLANS

BLUEPRINT COMMITMENT

RECOMMENDATION

It is recommended that Executive Council approve the request for amendments to " Act as set out in drafting instructions attached hereto as Schedule "A".

Respectfully submitted,

____
Minister of ____________________

Halifax, Nova Scotia
Date

Chapter 4: The Planning, Budgeting, and Accountability Reporting Framework

4 The Planning, Budgeting, and Accountability Reporting Framework

Under development.